

# RECRUITER

United States Army Recruiting Command November 2009

## Journal

**1st Brigade  
spices up  
recruiting  
efforts with  
signature  
hot sauce**







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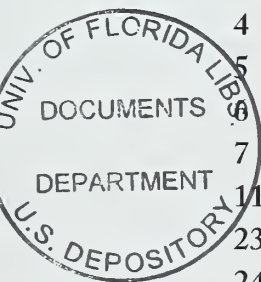
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ON THE COVER: Army Reserve Spc. Carlos Meza holds a bottle of 1st Brigade's Tank Fuel XS Hot Sauce, for which he designed the logo and graphics. Photo by Jonathan Agee, 1st Brigade



## RECRUITER Journal

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# Saluting Military Families

I'd like to start with a hearty congratulations to the more than 500 USAREC Soldiers who reenlisted this past month as part of our USAREC 500 Campaign. During the first two days of October we reenlisted 40 percent of our 2010 annual retention mission. What a tremendous accomplishment!

To be able to reenlist that many Soldiers across the command in such a short time speaks volumes about our organization. I believe it says we are moving in the right direction and that we are making positive strides in changing our command's culture. It says that our Soldiers and their Families believe we are taking good care of them.

Thanks to all those Soldiers for choosing to remain Army Strong. Thanks also to their families because, for most of us, it really is a family decision. It is said, "You enlist a Soldier, but you reenlist a Soldier's Family," and we will continue to make families a top priority in USAREC.

This month we join the Armed Services YMCA in celebrating our families, with Military Family Month. Thanks to all our family members for the incredible sacrifices you make every day for your Soldiers engaged in critical missions here at home and across the globe. The challenges are many and I am proud to say that USAREC is supporting these critical missions through our recruiting efforts. To remain successful during this challenging time, we need your continued support of our Soldiers.

I want all our USAREC families to know that supporting families is one of my highest priorities. The motto of the USAREC Soldier and Family Assistance Program: "Recruiting Families - The Heart of USAREC" is more than just words to me. Our families take care of the home front and motivate our Soldiers to serve.

They are at the heart of who we are. When Soldiers know their Families are being cared for, they can dedicate their energy and focus on their missions.

Ann and I thank each and every family member for your dedication and sacrifices. You are truly the heart of USAREC. I salute you for helping USAREC accomplish our mission.

As we announced this past month, it was a successful recruiting year for us, and all the services.

Our continued success is a testament to the hard work, sacrifices, and dedication of our Soldiers, civilians, and contractors who make up the great team we have recruiting for America's Army.

And I would be remiss to not mention our gratitude, the Army's and the nation's gratitude to the more than 93,700 men and women who answered the call to duty this year.

We achieved our FY 09 recruiting missions with higher quality and fewer waivers. We met and exceeded Army and Department of Defense goals for the percentage of high school diploma graduates and aptitude scores. For the active Army, we had the

highest percentage of high school diploma graduates since Fiscal Year 2003. For the Army Reserve, we had the highest percentage of high school grads since Fiscal Year 1992.

We saw a 38 percent increase in enlistees with some college and, most importantly, we met the Army's skill-set needs, achieving over 99 percent MOS precision. In plain English, we found the right people with the right skills to ship to the training base at the right time to fill the Army's needs.

While I am proud of achieving our recruiting goals, it brings me great pleasure to say we succeeded as a team while improving the quality of life of our Soldiers, civilians and our families, and we did it all while upholding our high standards.

Thank you again to the entire USAREC team. I look forward to continued success in FY 10.

You are a great team and I'm proud to serve with you! Hooah! Army Strong!



## USAREC Housing Program

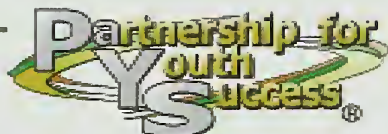
USAREC's housing program was established in Fiscal Year 2002 and is open to Soldiers of all ranks. In January 2009, USAREC established the Housing Counseling Office at the Recruiting and Retention School to provide guidance on housing options before entry into the recruiting field. While at the RRS, each Student can receive one-on-one housing counseling.

Soldiers who decide not to enter the program while at RRS may also enroll from the field. Simply log on to [www.usarec.army.mil](http://www.usarec.army.mil) and complete

USAREC Forms 884 and 886. Subsequently, attach a copy of assignment orders and DEERS verification and e-mail the application packet to [usarechousingoffice@usarec.army.mil](mailto:usarechousingoffice@usarec.army.mil).

Once the housing office receives the application packet, it will be reviewed and submitted to the Army Corps of Engineers (COE) within 24 hours of receipt. The COE has 34 to 60 days to obtain a lease on your behalf. The FY 09 average for acquiring a lease was 25 days.

For additional details, contact Mr. Hunter or Mr. Bagwell via e-mail at [usarechousingoffice@usarec.army.mil](mailto:usarechousingoffice@usarec.army.mil) or call (803) 751-8787 or (803) 751-8802).



**339 - Metro Pavia Health System - Puerto Rico Recruiting District - Metro Pavia Health System (MPHS)** is the largest operator of acute care hospitals in PR. MPHS operates eleven facilities; four in the San Juan metropolitan region, three in the northern region, three in the southwest region and one in the southern region.

**340 - Day & Zimmermann Security Services - Mid Atlantic Battalion - Day & Zimmerman Security Services** has delivered security services for more than half a century. They provide a comprehensive portfolio of security services to Fortune 500 firms, industrial facilities, and public utilities.

## New TRADOC Organization Focuses on Recruits, Officers

*By Carroll Kim, TRADOC Public Affairs*

The U.S. Army Training and Doctrine Command launched a major subordinate organization for Initial Military Training to provide higher-level emphasis on education and leader development from the first day of training to a Soldier's first unit assignment.

Lieutenant Gen. Mark Hertling was promoted to and became the Deputy Commanding General for Initial Military Training on Sept. 19.

To gain an exclusive three-star focus on Initial Military Training, the Army split the IMT responsibility from Army Accessions Command to form a new TRADOC Deputy Commanding General.

IMT provides the basic knowledge, skills, and behaviors needed to become successful Army Soldiers. With this training new Soldiers can become effective members of units, contribute to mission accomplishment, and survive to win on the battlefield.

IMT includes Basic Combat Training, Advanced Individual Training, One Station Unit Training and the Basic Officer Leaders Courses.

"We have to get back to the basics and make sure that what we're training is a good Soldier that we can hand over to their first assignment and make sure that they are ready for combat," Hertling said at the Association of the United States Army Annual Meeting on Oct. 8 in Washington, D.C.

In the past, Soldiers entering basic training were taught a wide range of skills, but could not master all of them. One of Hertling's tasks is to address this issue by reforming the curriculum to teach Soldier to perform the most essential tasks to a higher standard.

"We were teaching [Soldiers] too much stuff," he said. "What we're doing now is training them at our basic training units then put them in either AIT or other specialty schools and push them out to their first unit of assignment where they can learn the rest of what they need."

TRADOC reorganized 18 of the Army's IMT training brigades under the supervision of the DCG-IMT.

## What can YOU do to Stay Healthy?

The most important steps to reduce the spread of the flu will take place in homes, schools, and workplaces. Here are five basic steps to keep individuals and families healthy and keep flu from spreading.

1. **Get yourself and your family vaccinated against seasonal flu as recommended.** Flu vaccines are the most important step in preventing flu and its complications. Different vaccines will be available this year: one for seasonal flu and one for 2009 H1N1.

2. **Make prevention a primary line of defense.** Get in the habit of washing your hands often with soap and water, especially after coughing or sneezing to prevent the spread of germs. If soap and water are not available, use an alcohol-based hand rub. Cough or sneeze into a tissue or into your elbow or shoulder if a tissue is not available. Teach and remind your family to do the same. These steps are easy and work best if every member of the family participates.

3. **If you are sick, stay home from work and school.** If you're sick, stay home except to get medical care or other necessities until at least 24 hours after you no longer have a fever (100 degrees Fahrenheit or 38.7 degrees Celsius) or have signs of a fever (have chills, feel very warm, have a flushed appearance, or are sweating).

4. **Start planning now.** Ask yourself these questions: If I am working and my child becomes sick, have I made arrangements for child care? Have I talked with my employer about what to do in case I need to be out sick or if I have to take care of a sick child or family member?

5. **Go to [www.flu.gov](http://www.flu.gov) for the latest information on 2009 H1N1 and seasonal flu.** Flu.gov is a one-stop flu information resource.

*Source: [www.flu.gov](http://www.flu.gov), a Department of Health & Human Services Web site*



# Give Thanks

I'm so impressed with the results of our reenlistment campaign, the USAREC 500.

As the Year of the NCO winds down, we wanted to do something to recognize our NCOs' commitment to duty. Our goal with the campaign was to reenlist 500 noncommissioned officers throughout the command Oct. 1-2. We not only achieved that goal, we exceeded it. Each brigade achieved its goal of 100. I especially want to commend Master Sgt. James Harris, headquarters senior career counselor, who orchestrated the campaign.

More than half of all the eligible noncommissioned officers we have in USAREC reenlisted during those two days. It was a friendly competition between the brigades but the real winner was the Army because more than 500 of its best NCOs remained on our team.

Those results also indicate that we have a pretty good command climate right now within the units, otherwise we would not have been so successful. If units didn't have a good command climate, so many NCOs would not have chosen to stay on the team in that short of a time. I congratulate and thank the noncommissioned officers who reenlisted and their families, as well as the units to which they are assigned.

As I write this column, I am preparing to attend the Annual Leaders Training Conference where we will reward our top noncommissioned officers. I just came back from the AUSA Annual Meeting where our Army and Army Reserve recruiters of the year from 2008 were recognized in front of more than 1,000 people in Washington, D.C. It was great to hear the Chief of Staff of the Army,

the Sergeant Major of the Army, and the Secretary of the Army speak about recruiting, the importance of our mission, and how pleased they are with the efforts of our great noncommissioned officers and our units.

We helped the Army attain end strength in June when we hit 547,000 Soldiers, and this year Congress gave authorization to temporarily increase our strength by up to another 22,000. We already obtained 5,000 Soldiers of that pool for FY 09 and we're going to shoot for another 10,000 this year. We will then determine if the other 7,000 will be needed the following year. Our Soldiers and families will be the real winners with the expansion, as this will increase the dwell time between deployments for our Soldiers.

You've hopefully been hearing about Pinnacle recruiting, which has already been unveiled to the brigade level leadership and it will be discussed at the ALTC. The bottom line is this command will continue to meet future needs and challenges ahead. Pinnacle is one of those visions – it will reduce the number of NCOs tasked to the administrative side of recruiting. Some of this will be done with civilians taking that task, while the remainder will be accomplished through team support by working as a unit instead of individually.

I thank everyone for their dedication to USAREC and it's my hope that everyone

will be able to spend time with their families over Thanksgiving. Along with personal thanks to family, I think we have to give thanks for our ability to sustain the strength of our nation and the greatest Army in the world. Hooah!



Command Sgt. Maj.  
Stephan Frennier

## Recruiting ProNet - Join the Discussion

A lot of great discussion and sharing of knowledge is taking place on the ProNet.

### Current Discussions

"Leadership and Professionalism" has a new sub-topic: "Promotion Board Briefs and Promotion Criteria for MOS 79R." Here you will find the latest promotion criteria for career recruiters, to include the 79R promotion board briefs. Start a discussion.

**Pinnacle** - Have you taken the opportunity to discover how Pinnacle will change the command? The latest Pinnacle brief has been posted and has a lot of good information. As always, your thoughts and questions are welcome.



**Social Media** - The Internet has changed the way we communicate. Increasingly, individuals are looking to the Web as their primary source of news and information. As the Army's ambassadors, we have an obligation to tell our story in the spaces and places where our community is engaging. This new topic area will provide all members with the policy and procedure to use the various social media site such as Facebook, Twitter, YouTube and others.

### Not yet a ProNet member?

To join Recruiting ProNet, go to the home page and click on 'Become a Member.' Build your profile and click 'Submit.'

### Need help?

Do you need help with Recruiting ProNet? Do you have an idea to make ProNet better? Call the USAREC Doctrine Division at (502) 626-0691.

ProNet home page: <https://forums.bcks.army.mil/CommunityBrowser.aspx?id=51486&lang=en-US>

# Anger

## Are You in Control?

By Chaplain (Lt. Col.) Doug Peterson

### The headline read, Baby Dies After Being Attacked, Thrown From Car.

It happened earlier this year in the Tampa area. A man was charged with first-degree murder after he grabbed his ex-girlfriend's 3-month-old son during a dispute with her and threw him down onto the concrete. He then picked up the child, fled in his vehicle, and threw the infant out the window while driving along the interstate.

A well-known tennis star was called on a foot foul at a critical point in her match and subsequently in colorful fashion offered to force feed a tennis ball down the official's throat. She was assessed a fine of \$10,500.

A college running back punched the opposing team's defensive end in the jaw. He was told that his season was immediately over.

Or, how often have you seen a major league baseball player take out the water cooler, or worse, attack an immovable object, taking out his own hand — as happened this year to a pitcher on my favorite

team? In this case the team outright released him.

Anger, out of control.

Then there is the case of the U.S. Congressman in the midst of a Presidential address.

Whether you call it losing one's temper or impulse control disorder, the outcome can range from inconvenient to deadly.

If you are living and breathing, you most likely experience anger. It may be the result of an unexpected traffic tie-up or it may be a manifestation of that California invention we call road rage. Anger may pay a visit through an incident or difficult person at work.

Perhaps most seriously — and often with long-term consequences — are those relationship crises which can explode into violent exchanges.

Is anger inherently wrong? No. Positively, for example, if I see an injustice my anger can motivate me to correct a wrong. In such a case I use it to channel my energies toward an appropriate resolution of a problem. Note my emphasis on appropriate. This can stem only from the prior emphasis of my being in control of it.

The question is therefore, who is in control of what? Am I in control of my anger or is my anger in control of me?

Am I using my anger to effect a proper solution to an issue, or do I let my anger get out of control and ultimately let anger

determine my course of action?

To arrive at a proper understanding of the anger phenomenon will require more than one month's space. But in order to reinforce my main point here, let me share a quiz that I give our marriage folks at my MaxMarriage events.

Multiple choice:

A. My spouse makes me angry once a month.

B. My spouse makes me angry once a week.

C. My spouse makes me angry once a day.

D. My spouse makes me angry several times a day.

E. None of the above.

Which answer is correct? When I ask, I usually get the full range of responses. But the correct answer is E, none of the above.

"What?" you might say. "You don't know my wife!" Well, you're right. I may not know your wife or hubby, but I do know this: He or she is not responsible for your anger — you are!

Regardless of the circumstances — no matter how severe or provocative they may be — you and I need to realize that we have ownership of how we allow anger to play into our actions and reactions.

This has been a summary of the first step in the process of anger management. Where do we go from here? Come back next month.



# Remotely Stationed Families

By Rob McIlvaine  
FMWRC Public Affairs

The third day of the AUSA Family Forum series focused on the stress children experience as a result of a parent or parents going off to war. Lieutenant Gen. Jack C. Stultz, chief of the Army Reserve and commanding general of the Army's Reserve Command, reported on his experience with geographically dispersed Soldiers and their families.

"A while ago, I promised a group of Soldiers and their families stationed on the remote islands of Guam and American Samoa that I would be back to visit. That got me to thinking that we've got many 'islands of communities' across this nation. New York City, for instance, might be remote to someone who doesn't have access to resources — either they don't know what is available or how to get them, so the virtual installation is a great idea. Bring the resources to the family rather than the family having to travel to the installation," Stultz said.

His wife, Laura, is really the inspiration for this idea, he said.

"Whether you're active, Reserve or Army National Guard — no matter which component you're in — you're in the Army family," Laura Stultz said to a cheering audience.

"But we want that personal touch, that one-on-one that you can't get from the Internet. And besides, not everyone has access to a computer or the Internet. So my dream was to have local permanent centers, just like the post office. And I'm not talking for Soldiers only, I'm talking for parents, grandparents, everyone."

On September 12, her dream became a reality with the grand opening of the first pilot program for Army Strong Community Centers in Rochester, N.Y.

"This will be a place where anyone can go in and get help with ID cards, health concerns, summer camps, in other words, a place that will strengthen and enhance our Soldiers and their families in the expeditionary force."



With one-third of active families living off base, she said, her plan is to have these centers across the country.

Colonel Kris Peterson told the crowd about the Military Child and Adolescent Center of Excellence of Madigan Army Medical Center at Fort Lewis, Wash. The center focuses resources on behavioral and emotional health screening and delivering psychoeducation and resilience-based strategies related to the unique stresses of military children.

"After eight years of war, our Army families feel like they're about to crash. We need clinical support for pre-school, school-age and adolescent children, and spouses because we've seen increased aggression, increased issues of child neglect or abuse and the outcomes of dealing with depression and anxiety on their own," Peterson said.

Echoing Stultz, Peterson said there are islands of care across the country but they can't do it all. As a result of the challenges of the rapidly growing optempo of the war, he said, the center is strategically looking at what's out there — the quality of programs and how to access these programs that typify and understand what it's like to be a military child.

"This is a work in progress that is now about 25 percent staffed with MEDCOM funding," Peterson said.

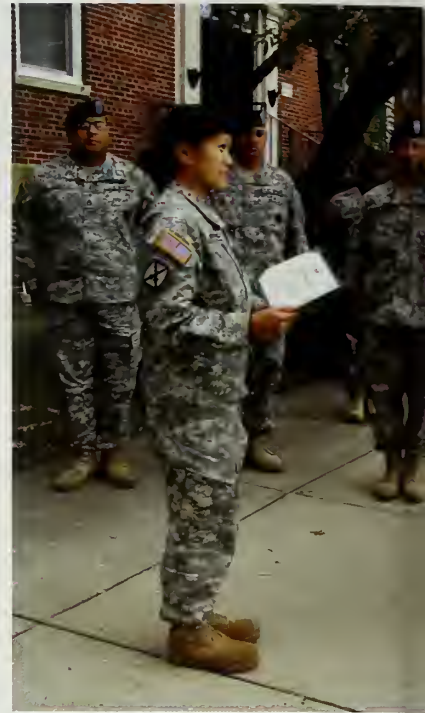
Supporting Army Dads was presented by Tim Red, director of Military Programming, National Fatherhood Initiative.

"We need to help dads be better dads, not just teaching them how to change diapers," Red said. To inspire military dads across the land he repeated what Gen. Douglas MacArthur said in 1942.

"By profession I am a Soldier and take great pride in that fact. But I am prouder — infinitely prouder — to be a father."

# USAREC 500

More than 500 noncommissioned officers reenlisted across the Nation the first two days of October as part of the command's reenlistment campaign, the USAREC 500. More than half of the command's eligible Soldiers chose to reenlist.



Great Lakes Battalion Commander Col. Kevin Payne administers the oath to Sergeant Charlene Stuckey and her husband, Staff Sgt. Aaron Stuckey at the Lansing, Mich., Military Entrance Processing Station.

Staff Sgt. David Castaneda, Milwaukee Recruiting Battalion, re-enlists while suspended more than 40 feet above ground on the bucket of a fire truck ladder at the Greenfield Fire and Rescue Department. Castaneda, a Milwaukee native, is an Army firefighter. His father has been a Milwaukee firefighter for 23 years and his uncle retired from the Milwaukee Fire Department. Maj. Michael Sheehan, the battalion's executive officer, administers the oath of enlistment.





MICHAEL CAMPBELL, NEW YORK CITY BN

Accepting the oath of enlistment, recruiters Staff Sgt. Khori Grant and Sgt. Steven Sandy, assigned to the Armed Forces Career Center, Bay Ridge in Brooklyn, proudly re-enlisted before their teammates.



JOHN THOMPSON, HOUSTON BN

Sergeant 1st Class Fernando Martinez, Willowbrook Station, with certificate in hand, poses with USAREC Deputy Commanding General Brig. Gen. Michael Garrett as Martinez's family looks on. Martinez was one of 20 Army recruiters reenlisting in front of the George Thomas "Mickey" Leland Federal Building downtown Houston.



TIM BUNDICK, ATLANTA BN

Lieutenant Col. Brian Cole Sr., Smyrna company commander, stands with Sgt. 1st Class Tony Lovett, his wife, Sacha, and daughter Claire following Lovett's reenlistment.



WALT KLOPPPEL

USAREC Commander Maj. Gen. Donald M. Campbell Jr. congratulates Sgt. 1st Class Pablo Michel and Staff Sgt. Tamara Price, both of 3rd Brigade, following their reenlistment at the USAREC Headquarters.



# Answering a Higher Calling Recruiting Chaplains



Chaplain Renee Kiel stands with a group of children at a refugee camp in Afghanistan after delivering food and supplies to the camp.

COURTESY PH

By Fonda Bock  
Associate Editor

“I think we can convince applicants that the Army is a good place for them. We just have to take the ‘cold’ out of the process and make it warm.”

That was Sgt. 1st Class Renee Kiel’s approach to recruiting during the ’90s. And it worked; she was named reserve recruiter of the year in 1993 after achieving 235 percent of her mission in 1992. Despite her success, that is not her approach any more. Today, Kiel, who’s now a captain, would never think of trying to convince her prospects to join the Army. That is because now she is recruiting chaplains, and she believes serving in the Army as a chaplain first begins with a calling from God.

“There are many clergy people out there who might meet all the qualifications, but if they aren’t called to minister to the troops and their families, then they should not pursue the chaplaincy,” said Kiel.

Kiel began her career in recruiting in 1989 as an Army Reserve field recruiter six years after she enlisted as a legal specialist and after she finished her undergraduate degree in Theology.

“Right away it seemed that I had a natural affinity for recruiting. I liked talking to mostly students and explaining to them how the Army Reserve could assist them in meeting their goals, which for

many of them was college. I was a living testimony because I had used the Reserve to help pay for my college.”

In 1996 after her third son was born, she decided not to reenlist and transitioned from recruiting to be a full-time mom. But her call to ministry was still there and growing. In 1997 she went back to seminary and graduated with a Master of Divinity in May 2000, and then accepted a call to serve as pastor of a Lutheran congregation in Ogden, Utah.

Then in 2001 a number of things motivated Kiel to reenlist, one of which was 9/11.

She was commissioned in 2002 and was serving in Reserve units in Utah when she was deployed to Afghanistan in 2005 as a chaplain. She traveled around the country to different forward operating bases providing ministry and support to all service members and civilian contractors. Just 22 days into her tour, she conducted a memorial service for a female lieutenant and a male sergeant.

“It’s very sobering. I realized very quickly, this is very real and it’s not a game. It’s not just training anymore. I said to one of the guys who were firing their volleys, something about when you fire your blanks. And they just looked at me and

said ma’am, we’re in a combat zone, we don’t use blanks here, we use real rounds. And it just hit me again, that wow, yeah, we’re in a combat zone, I’m in theater.”

A year and a half later she returned home to her family and congregation and applied to become a full-time Army Reserve chaplain recruiter. She is now stationed in the Dallas-Fort Worth metroplex where she covers 10 states.

Having been in this role for just a couple of months, she’s still developing her approach on how to recruit chaplains, but will again rely on her personal experience in helping applicants to determine whether or not the Army is a good fit for them.

“I’ve been there personally, I’ve done the work. That’s why we have chaplains recruiting other chaplains, so that we can speak firsthand what it’s like to minister to other troops and how parish ministry might differ from a military setting.”

“So things have come full circle for me. I now have the best of both worlds, I am wearing the Army uniform and doing ministry. Now, however, I am ministering mostly to other clergy and seminarians, helping them to discern their calling, and if that calling might include service to the Soldiers of the U.S. Army.”



# TEACHER

## Station Commander = Teacher

By Sgt. 1st Class Dacia Peek  
Recruiting and Retention School-Forward

I think we can all agree with the following statements: “The station commander is responsible for everything that happens or doesn’t happen in the station,” and “The success or failure of a station can be directly attributed to the station commander.” It’s easy to see that the station commander affects the station, just as the head affects the human body. The head in both cases directs all voluntary and involuntary functions and activities.

As the head, the station commander must deal with daily routine duties, as well as the diverse, complicated and unique problems and situations that occur. This demanding job requires the station commander to be an organizer, manager and teacher. Here are a few tips using the word T-E-A-C-H-E-R that I’ve used and found very helpful and rewarding.

**T**ime management is a must. Learn how to control time so that it is beneficial to you, your recruiters, and your environment. This starts with knowing what the station must do to be successful and setting attainable goals. Once the goals are established, they should be prioritized to ensure they support the station’s mission and recruiting operation plan.

Next, synchronize your recruiters so they understand the plan and don’t waste valuable time and effort spinning their wheels. Remember you can’t turn the clock back like the referee does in a football game. Once time is gone, it’s gone. A well thought out plan will maximize the station’s efforts and deliver the timely results you were looking for.

**E**nthusiasm is contagious. If a leader lacks enthusiasm, so will his or her followers. As goes the head, so goes the body. The station commander must be the adrenaline that keeps the body moving, promoting a healthy work place and personal environment. There’s an old saying that supports this thought, “Enthusiasm is contagious — and so is the lack of it.” It is the responsibility of the station commander to set the tone in the station.

**A**dmit when you are wrong. Admitting you were wrong might sound easy to do, but your ego is hard at work looking for something or someone else to blame. Admitting to error is one of the hardest things for most leaders to do. Leaders must understand that admitting to a mistake is not a sign of weakness, but rather a sign of maturity, assurance, steadiness and strength. So when you make a mistake, admit it, correct it and

move on.

**C**are for your Soldiers and they will take care of you. You are their first step in the NCO support channel and for the most part may be the only one in their corner. When you truly care for your Soldiers, you will find that your decisions will be based on what will work for the station as a whole and not just for one or two individuals. You must be aware of their strengths and weaknesses and how each one can benefit the station.

**H**umble yourself. Arrogance and pride are self-serving and not conducive to teamwork. You must understand that all your wonderful ideas won’t bring success unless they are realized by your station team. When you are humble it encourages your Soldiers to step up and go the extra mile to ensure the success of the team. Remember it’s all about them, not all about you.

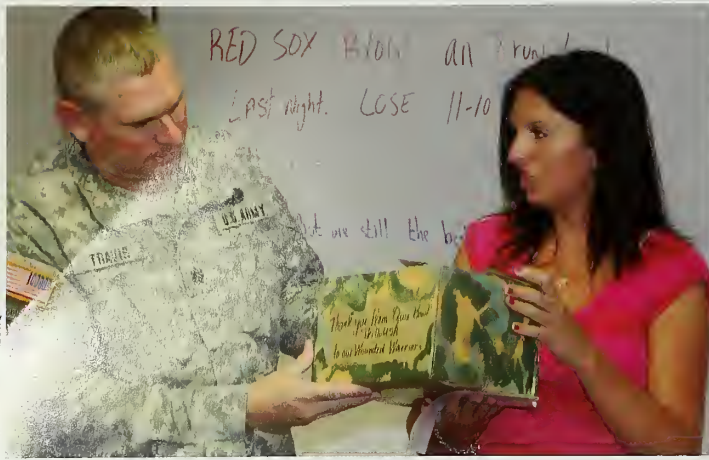
**E**ngaged. Direct, guide, and instruct your Soldiers so they know you are truly interested in their performance and success. Staying engaged with your Soldiers makes you aware of their struggles and successes and allows for an unrestricted flow of dialogue and training.

**R**espect is the ultimate leadership key. Respect must be mutual for leaders and Soldiers alike. You must keep in mind that respect is earned not given. Jackie Robinson once said, “I’m not concerned with your liking or disliking me. All I ask is that you respect me as a human being.” We must all respect each other as human beings first. As Soldiers it is our duty to respect an individual’s rank, but personal respect is earned. To gain the respect of your Soldiers, you must have respect for them. Get to know your Soldiers so that you can respect the unique value each one brings to the station.

Station commanders must be fully aware of their internal and external networks. With a general understanding of the entire recruiting environment, station commanders can provide their Soldiers the leadership and guidance they need to successfully accomplish the station’s mission, develop their careers and take care of their personal and family issues.

Leadership hasn’t changed much over the years — it’s still all about taking care of Soldiers. We must remember that the mission cannot be achieved by the station commander, first sergeant or any other leader. It takes Soldiers who are mentally and physically fit, well trained and highly motivated. Our job is to take care of our Soldiers. It’s our Soldiers’ job to make the mission.

Your Soldiers are the product of your leadership, you are the T-E-A-C-H-E-R.



USAREC Education Services Intern Debbie Roach presents the SkillsUSA letters to Lt. Col. Gary D. Travis, commander of the Fort Knox Wounded Warriors unit.

## SkillsUSA Remembers Army Wounded Warriors

By Debbie Roach  
USAREC Education Division

**M**ore than 5,400 students competed in 91 occupational and leadership skill areas at the annual national-level SkillsUSA Championships. One such area, known as the Quiz Bowl, tests the knowledge of selected team members on various aspects of general academic knowledge, professional development and current events.

The U.S. Army plays a large role in SkillsUSA's annual competitive events, so the students competing in the Quiz Bowl during June in Kansas City, Mo., decided to do a little extra for Soldiers. They wrote more than 100 inspirational letters to present to the U.S. Army's Wounded Warriors.

"The Quiz Bowl competitors continue to be most appreciative of the Army's participation with SkillsUSA and, specifically, in our event," said Chip Harris, an education director who provided support for the Quiz Bowl. "They wanted to find a way to express their thanks. The letters they wrote represent their thanks to the Army and most especially to the individuals who have sacrificed so much to serve our country."

The letters were just a simple reminder to the Wounded Warriors that they are not forgotten and very much appreciated for what they do.

"Our wounded and injured warriors here at Fort Knox face the everyday challenge of healing and adjusting to what in many cases may be a permanent way in which they live their lives," said Lt. Col. Travis, commander of the Wounded Warriors Unit at Fort Knox, Ky. "The letters presented to our Soldiers by the students participating in the SkillsUSA competition have in no small way inspired them to reach a little deeper and continue to serve either in their present capacity or in a different but equally productive capacity."

The letters were presented to Grandview, Mo., recruiter Staff Sgt. Brian Carlton at the annual competition. He in turn presented the letters to members of the education division at Headquarters USAREC. The following week, a representative of the education division presented the box of letters to Travis.

## Shared Values Help Forge Partnerships

By Ayona Anderson, Axis Agency

**F**or many years now, the U.S. Army has built strong partnerships with African-American community organizations across the nation, and the summer of 2009 demonstrated the Army's continued commitment to the African-American community.

From May to August, the Army was on the road, sponsoring national events held by premier African-American organizations to talk about unique career opportunities and unrivaled educational offerings. Through these sponsorships, the Army is able to develop and expand mutually beneficial relationships that bring the Army grassroots access and support that is oftentimes difficult to attain. In turn, the organizations can tap into the resources of the Army to offer more robust programming and advancement opportunities to their members.

This year, the Army partnered with the 100 Black Men of America, the National Association for the Advancement of Colored People, Black Coaches & Administrators, Essence Music Festival and the National Urban League. These partnerships involve the Army working with the organizations nationally and, in some cases, on the local level, as well.

"Each of these organizations serves as a pinnacle of advancement and enrichment for the African-American community," said Maj. Gen. Donald M. Campbell Jr. "The relationships we form with these organizations are vitally important to our efforts to extend the benefits of Army service to all men and women. Working together, we can develop leaders who can improve the Army as well as civilian institutions."

New York City Battalion Command Sgt. Maj. Darryl Robinson said he was able to make significant inroads at the New York Urban League meeting, where he and president Arva Rice discussed ways of working together in New York to provide leadership and physical training activities for community youth involved in the organization's mentor program.

"This meeting opened up new doors for the Army in New York, and we look forward to a long and beneficial partnership," Command Sgt. Maj. Robinson said after the meeting. "Additionally, our meeting with Joel Klein, chancellor of the New York City Public Schools was even more promising as the battalion has been seeking an open dialogue with the chancellor for some time now."

"Since the Urban League meeting during the NAACP convention, the New York City Battalion had its first mentoring meeting in the Bronx, already providing the battalion with greater access to schools that were previously unresponsive to battalion outreach efforts," Robinson said.



# Educating a Nation of Advocates

By Meg Paschich  
Weber Shandwick

**“S**trong Students, Strong Futures, Strong Nation” was the theme of the second annual national education conference at Fort Jackson, S.C.

Hosted by the U.S. Army Accessions Command, the four-day event in September brought the Army together with a number of leading education, business, technical and career training, and national civilian service partner organizations to familiarize them with Army training approaches, reinforce the Army’s commitment to education, address common misperceptions about military service, recruiting challenges and practices, and generate dialogue about mutual activities in support of our Nation’s students.

Together with its partner organizations: the National Association of State Boards of Education, the Association for Career and Technical Education, the Council for Chief State School Officers, the National Governors Association, ServiceNation, and senior USAAC and Army leadership, the Army addressed mutual challenges in the areas of high school graduation rates and the post-secondary success and workforce readiness of America’s youth.

At Fort Jackson, 80 educators, education policy makers/specialists, multicultural partners and representatives of other relevant organizations, representing nearly 40 states, were introduced to the Army’s education and workforce readiness continuum via opportunities to observe and experience Army approaches to training, education, teamwork, remediation and leadership development.

Conference attendees saw Soldiers conquer Victory Tower, participate in confidence and leadership/team development courses, and perform skilled tasks at a mechanics’ training facility.

Additionally, participants got a glimpse of Army life during tours through barracks, on-post housing for families and

dined on MREs for lunch.

They also heard directly from Army Soldiers during numerous interactive panel sessions featuring students at the Army Preparatory School, Soldiers about to graduate and recent graduates of Basic Combat Training and Advanced Individual Training and the drill sergeant instructors entrusted with the training and development of the young people who enter the Army.

Other sessions featured Soldiers who have benefitted from the Army’s commitment to continuing education, representing a wide range of Army careers – from interpreter to legal assistant to infantryman. Emphasizing a two-way dialogue, the Army solicited input, insights and guidance from conference participants during group synthesis sessions that addressed participants’ observations, percep-

tions and opinions on the ways the Army can contribute, improve and influence the well-being and future success of young people.

Key takeaways included:

- Availability of Army resources within schools
- Emphasize recruiter role of mentor/counselor to counter common misperceptions
- A need to more effectively demonstrate the flexibility offered by the Army
- Importance of demonstrating relevancy of knowledge and skills to students
- Emphasis on ever-learning, an ongoing need to learn and benefit from new opportunities
- Involvement of education services specialists in local advisory board activities
- Cultivation of relationships with state and local-level educators

Conference activities were complemented by keynote speeches and other presentations from industry thought-leaders and senior

Army representatives. Featured Army speakers included Lt. Gen. Benjamin Freakley, Commanding General, USAAC; Maj. Gen. Arthur Bartell, Commanding General, USACC; Brig. Gen. Michael Garrett, Deputy Commanding General, USAREC; Brig. Gen. Bradley May, Commanding General, Fort Jackson; and Brig. Gen. Arnold Gordon-Bray, Deputy Commanding General, USACC.

Following the conference, Accessions Command is building upon the actionable relationships forged at the conference and helping continue the dialogue in support and in service of the Nation’s students.

*Meg Paschich is a senior account executive with Weber Shandwick, the Army’s public relations partner on the Army Strong recruitment campaign and part of the McCann Worldgroup.*



Above: Austin Moss, vice president of Jennie Stuart Medical Center and a National Association of State Boards of Education board member, interacts with a Soldier on an education panel during the U.S. Army Accessions Command national education conference in September at Fort Jackson, S.C. Left: An educator tests his strength outside new barracks at Fort Jackson.

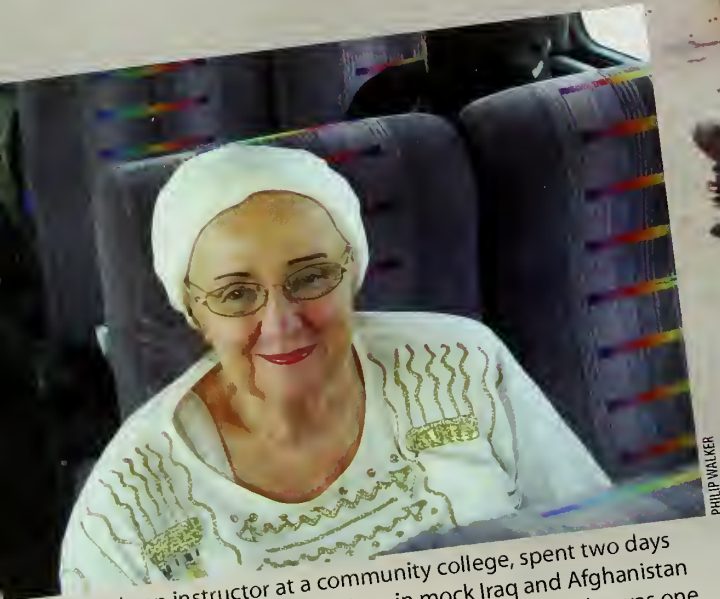


ANNE MCQUARY



# Educator

## Ex



Audry Lynch, an instructor at a community college, spent two days surrounded by gunfire and explosions in mock Iraq and Afghanistan towns at the National Training Center at Fort Irwin, Calif. She was one of 19 Educators taking part in a battalion Educator-Center of Influence Program.

*By Audry Lynch*

**H**ow does a white middle class housewife from a sheltered Saratoga suburb wind up in the heat of battle in an Iraq town called Medina Wasl? Picture me on a balcony leaning over to watch the sights and sounds of daily life. I smell food cooking, Middle Eastern music is blaring over a radio, and colorfully dressed women are hawking their wares — fruits, vegetables and dresses. Some male storekeepers lurk in their doorways watching the scene and talking on their cell phones.

It is so hot that I'm glad I don't know the temperature. I might faint if I did. It is so hot that my pen is refusing to write; my camera is covered with sand; and my throat is so parched that I'm gulping from my water bottle.

Suddenly there is a change in the scene below. The voices get louder and everyone seems to be moving. A white van starts to move and our commander, Lt. Col. Rich Rivera, tells us that, "The game is on."

A car blows up in front of us injuring many Soldiers. Chaos ensues. Missiles shoot by us. There are screams of pain in the air. One of the Soldiers looks like his leg has been blown off. Some of the others are covered in blood. The leader walks down the middle of the street cursing and calling for help. The explosions continue and the smoke and the explosions make me jump in spite of my earplugs.

Then, out of nowhere, help starts to arrive. There's an ambulance and medical staff jump out, put the wounded men on gurneys and load them into the trucks. After 45 minutes of live action, it thankfully is over. The whole experience is more horrifying than any war movie I've ever seen.



# r periences Life in War Zone

So, how did I get here? I'm at Fort Irwin, Calif., deep in the heart of the Mojave Desert as part of an Educator-Center of Influence program organized by the Fresno Recruiting Battalion at the National Training Center where some of our troops are sent for final training before they are sent to Iraq or Afghanistan. What we have been watching are some men in the box, an intense 14 days of training in the types of situations they may encounter in battle. It's a 24/7 immersion in the cultures and conflict of the Middle East.

The situations are based on events that have already happened: a decision to build a new school and an angry crowd of locals turn up to protest, the discovery of an IED, a convoy ambush, a kidnapped Soldier. The situations change as quickly as the enemy's tactics change. We have one smart Army.

As soon as the exercise is over, the observers meet the team to discuss how to improve. Our own team of Soldiers explains to us that there were a lot of mistakes in the one we participated in. You could have fooled me. It left my nerves shattered.

Next, we tour the town of Medina. It is a replica of an actual Iraqi town carved right out of the Mojave Desert. We pass the merchants as we walk and avoid the cars and trucks. We stop at the blue mosque and pose for pictures in front of a statue of an Iraqi Goddess, where we take a group picture. In the end, we stop at the local hotel to cool off. One of the Soldiers tells me, "This whole place is so authentic that some of us who have served in Iraq get flashbacks."

More than 250 locals take part in these scenarios, some originally from Afghanistan or Iraq, but who are now American citizens. Some have family members serving in the Army.

We were on a very special annual tour that started Sept. 11. The symbolism of our starting date impressed all of us. There were 19 of us — educators, administrators, two superintendents, and two media people. As one of our group noted, "Sept. 11 was the equivalent of the Kennedy assassination for our generation."

I was invited to take part in this exercise by a former student at the community college where I teach. He is now an Army recruiter who often comes to our school. It was an Army experience from the first shot.

"I'll pick you up at 3 o'clock in an Army transport van," he told me, and then asked if I wanted a wake-up call.

At the recruiting office in Fresno 18 other people and I met

Rivera, who told us that from now on we would be referred to as our troops. Each one of us was assigned a battle buddy to keep track of. My buddy had to swing into action on the first morning when I was late for the bus. I stopped for a last minute rest room trip. The buddy came to look for me; the colonel was standing outside the bus. We were scheduled to leave at 8:00 and it was 8:02! On the last day, I was on the bus eight minutes ahead of time. Maybe the Army could cure even me of a lifelong tardiness habit.

As we passed through the gate of the National Training Center at Fort Irwin on the first day, the colonel told us that now we are on orders. This camp is roughly the size of Rhode Island. The terrain is treeless and stark and the hills look ominous. We pass some stores, the PX and commissary. There are two Middle Eastern towns here: one Iraqi and one Afghan. One has 400 buildings and the other has 600, including a hospital and a university.

We spend the first day attending briefing sessions. The presenters are sharp and experienced. They give us an overview of today's Army. We are at the premier training center to combat global terror.

The emphasis is on finding agile leaders who know how to think and adapt to changing conditions. We are treated to overviews, history and current fighting methods via videos and slide presentations.

We are told that today's Army is looking for high school graduates who are highly skilled in critical thinking and communication.

These requirements took me back to 20 years ago when I worked in a continuation high school where the majority of students were heading for a dropout status or jail.

Then, we told them that the Army was their best solution because no high school graduation was required.

After this weekend we realized that today's Army is a different place. The advantages — career and educational — are many but the requirements are high. I heard my former student tell a prospective caller, "Send me your resume and we'll go from there."

I realized that the Army is no longer a convenient dumping ground for lost students.

*Audrey Lynch lives in Saratoga, Calif., and teaches English at Mission College in Santa Clara. She's authored four books on Pulitzer Prize winning novelist John Steinbeck.*

# Recruiting Inspires Soldier Toward Career Advancement

*James Schulze, a decorated tank commander who routinely came under fire in Iraq, wasn't sure about remaining in the Army or tackling a recruiting assignment. But when he made the transition, something amazing happened — he re-energized his Army career!*

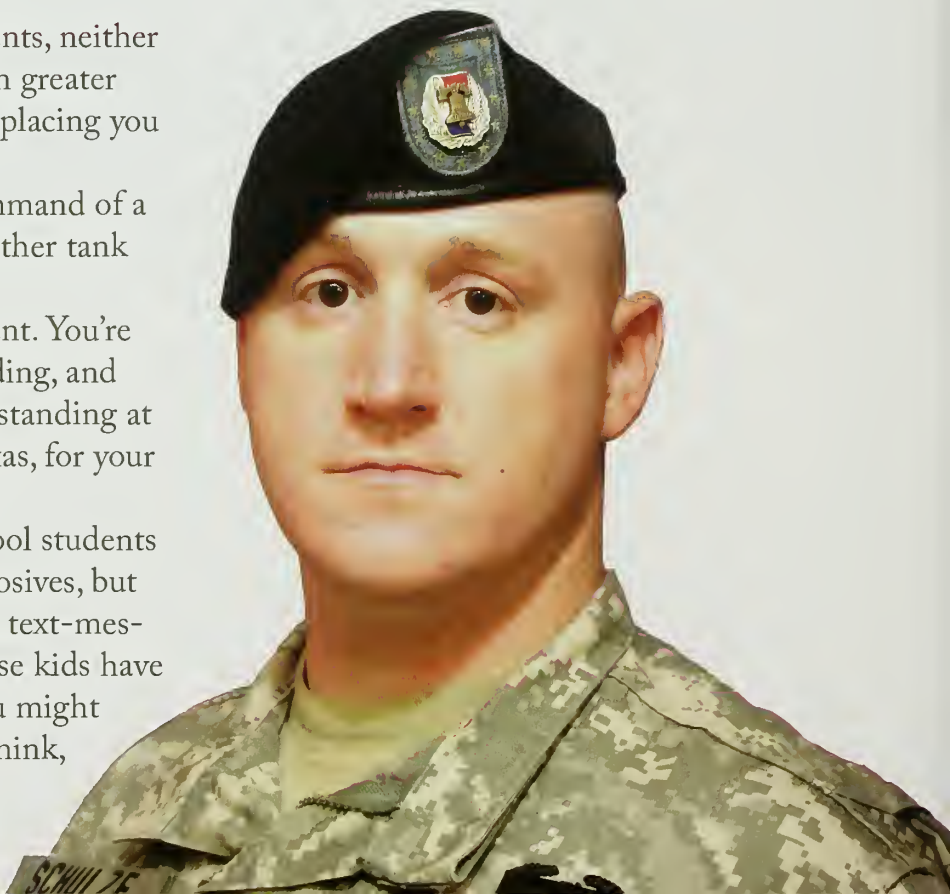
Recruiting Command Public Affairs

Consider two different assignments, neither of them easy. One places you in greater harm's way; the other involves placing you in front of possible humiliation.

The first assignment puts you in command of a tank crew on patrol in Iraq alongside other tank crews hunting down insurgents.

Fast forward to the second assignment. You're sweating profusely. Your heart is pounding, and your hands are shaking. There you are, standing at the front of a classroom in Killeen, Texas, for your first-ever public speaking engagement.

Staring back at you are 30 high-school students armed, not with AK-47 rifles and explosives, but with cell phones with full Internet and text-messaging capability. For all you know, these kids have just about zero interest in anything you might have to say. Dodging mortar fire, you think, has to be a lot easier than this.





Welcome to Staff Sgt. James Schulze's world — a world much like that of thousands of recruiters across the country.

Schulze was an armor crew member and tank commander for six years. During a one-year tour in Iraq, Schulze participated in many reconnaissance missions. As they approached a town, tank crews often came under heavy mortar and sniper fire. Schulze remembers being fired on a dozen or more times. His actions during one such engagement earned him an Army commendation.

When he finished his combat tour, Schulze's next assignment took him to Killeen Texas to be a recruiter.

"I was apprehensive about it," Schulze said. "I had heard things about recruiting that were not positive, and I was worried about making the transition. I mean, I'm going from being shot at to something completely different."

An Army debriefing and training at the Recruiting and Retention School in South Carolina helped him make the transition. Still, it wasn't easy.

During one of Schulze's early school visits, a teenager refused to accept the recruiter's business card expressing contempt for the Army.

"It was the toughest, most difficult (job) transition I've ever been through," said Schulze. "In Iraq, there's this camaraderie you develop when you believe in the Army, the people with you believe in the Army, and you put your lives in each other's hands."

"You go from that camaraderie to encountering someone with a completely different viewpoint," Schulze added. "It took some getting used to."

Also, Schulze had heard stories about recruiting that involved long hours and a lot of stress.

But a policy issued in May by the commanding general mandating that a recruiter's normal duty day ends at 5 p.m. Monday through Friday has resulted in predictable work schedules for recruiters and reduced levels of stress.

Schulze said he's always been an outgoing person with a healthy sense of humor, that he'd never been afraid to approach and talk to teenagers. Public speaking was another matter.

Four years into his recruiting tour, he laughs at himself as he remembers all the preparation — the repeated rehearsals first in front of his wife and then in front of family and friends. The practice built his confidence as did weekly training sessions at the Killeen Recruiting Station.

Schulze hit some bumps along the way, but he grew comfortable in the job and loved the benefits. While a normal tour of duty in recruiting is three years, Schulze decided to extend his tour by one year, giving himself more time to decide his future.

His recruiting philosophy is to be open, honest and forthright with recruits, giving them as much information as possible about what to expect.



## YEAR OF THE NCO

### Tips for USAREC Success

- **Trust the schoolhouse/station training — it's first class. Learn all you can.**
- **Understand the transition from being shot at to recruiting is difficult and takes time.**
- **Build your confidence by practicing your presentations in front of family and friends.**
- **Bring a recruiting buddy to your first big presentation. He or she will speak up if you forget something — they won't let you fail.**
- **Understand that not everyone views the Army as you do. Exercise restraint and be polite when you encounter opposing viewpoints.**
- **Ask your recruits to write two letters to you: one immediately before basic training and one at the end. This feedback will validate how you've helped them change their lives for the better.**
- **DO NOT fear rejection!**

As a way of keeping in touch, Schulze has his recruits write him two letters, one before and another immediately after they complete basic training.

By July 2009, Schulze had already

recruited 137 people, with three months left in his four-year assignment.

He believes recruiting raised his profile within the Army. He has learned how to network and build a rapport with people. He believes he will emerge from his recruiting position more confident, goal-oriented and with new communications skills. He is no longer nervous about giving presentations to groups.

The Soldier came back from Iraq convinced he would not reenlist. His Army career would end after completing the recruiting assignment. But recruiting opened his eyes to other possibilities as he talked to prospects about all the possible Army careers.

Intrigued by a retired military intelligence officer he'd met, Schulze applied for and was accepted into military intelligence training.

"I credit my time in recruiting for getting me excited about the Army again and showing me all the different career opportunities there are," Schulze said. "Doing this job helped me realize that I want to be in the Army for life."

Asked about the most rewarding part of the job.

"I'm going to be in the Army for a long time," the 29-year-old said. "So I hope to run into a lot of the Soldiers I've recruited down the road, in different parts of the world. And when I see them again, I'd like to hear that the Army has made a big difference in their lives."

"That would be very rewarding to me!"

# SOLDIER GETS HOT IDEAS FOR HOT SAUCE FROM IRAQ

Story and photo by Jonathan E. Agee  
1st Recruiting Brigade  
Artwork by Spc. Carlos Meza

When Spc. Carlos P. Meza joined the Army in 1990 as an Apache mechanic, he thought he would be known for his ability to keep helicopters flying, not as an artist. But, as Operation Desert Storm kicked off and Meza headed to combat, his ability to draw caricatures and unit logos made him a celebrity among his fellow service members.

"When we were setting up our tents in order to identify our unit, called Desert Apache, I made an Apache [helicopter] with a scorpion tail," said Meza. "The tail end whipped out and it had arms. That's what we used to identify our unit. People from other units would come by and say, 'that's cool.'"

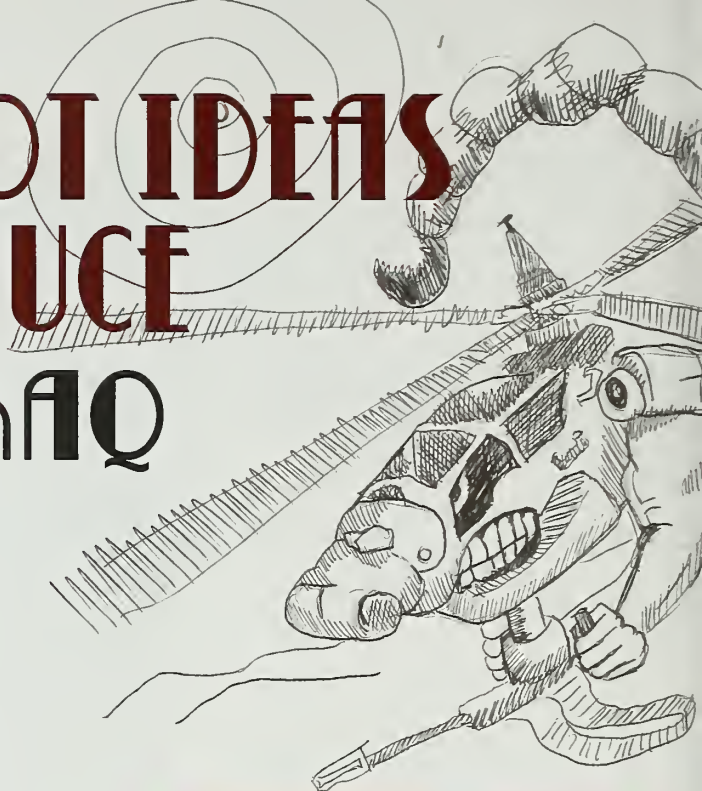
Today, Meza is still using his ability to entertain Soldiers and promote the Army, his most recent project – Tank Fuel XS.

Tank Fuel XS does not power tanks, at least not in this case. It is an extra strong hot sauce that the Army's 1st Recruiting Brigade created to spice up recruiting efforts in the Northeast.

As Tank Fuel XS came to fruition, the Army's 1st Recruiting Brigade needed a label. They did not want just a simple text logo, but something that stood out among the thousands of other hot sauces on the market. So they hosted a contest.

"The label needed personality and it needed to get attention," said Sean P. Marshall, 1st Brigade advertising and public affairs chief. "So we turned to our Soldiers, Future Soldiers, and family members to design something. These are the people that have a connection to Army recruiting, and it also served as a morale builder."

When Meza heard about the contest from his East Brunswick, N.J., recruiter he wanted to design something that came alive on the page and was attractive to both Soldiers and influencers. As a Reserve automated logistical specialist working for the 77th Sustainment Brigade in Fort Dix, N.J., Meza knew this was a great chance to showcase his talent as a designer and have a positive influence on Army recruiting. He remembered the unit logo he



designed in Iraq, and built inspiration from there.

"By the name Tank Fuel, I had the idea to do the tank as a creature with a mouth and eyes and a personality," said Meza. "As a hot sauce I wanted to add flames. I wanted red flames or yellow flames. Then, I said to myself the tank has to be the most important thing. I subdued the flames a little. A lot is technique in Photoshop. You sketch out the flames and then add effects to it. I experimented with the tank as far as the color of the eyes. It is hot sauce, so I want the eyes to be red. I also made it so the tank just fired a shot. I made the turret with smoke coming out like it just fired a round. Then I added the digital camouflage with the red and black background. It gave it more of an Army feel to it."

Once Meza submitted his entry it didn't take long for the members of 1st Recruiting Brigade to determine he had the winning label.





Today, Tank Fuel XS is being used everywhere throughout the 1st Brigade area. "I've seen recruiters use Tank Fuel XS at chili cook-offs, I have seen it used at [Center of Influence] dinners ... It was even handed out at the National Hot Rod Association races," said Marshall. "It goes with more than just food."

Meza said winning the contest was a great achievement, but his ultimate goal is still ahead – becoming a graphic artist for the Army. He tried to serve as a graphic artist in conjunction with his second enlistment this past November, but was not eligible. Meza said he enjoys his current occupational specialty, but plans to transition to the graphic arts field when he is eligible.



# Protecting Personal Information

By Eward Basham and Mark Lane  
USAAC Information Assurance Division

**P**ersonally Identifiable Information (PII), defined as any information that can be used to distinguish or trace an individual's identity, is the lifeblood of recruiting. However, in the wrong hands PPI can be damaging. It can lead to identity theft — crippling a new or potential recruit with debt and legal problems.

Identity theft cost consumers and financial institutions a total of \$49.3 billion in 2007, with the average victim losing \$5,720.

Recruiters need to make sure they're taking precautions with prospects' personal information.

PII can consist of a single fact, such as name or Social Security number, or a combination of facts, such as date and place of birth, mother's maiden name and education records. Examples of information people fail to protect include:

- Financial and credit data;
- Security clearance level;
- Home address, phone numbers and personal e-mail addresses;
- Personal Web sites including login information;
- Mother's maiden name;
- Drug test results;
- Participation in rehabilitation programs;
- Family data; and
- Race, religion and national origin.

Exactly how little data is required to assist a criminal in launching an identity theft? Researchers at Carnegie-Mellon University found that using date-of-birth, gender and five-digit ZIP code they were able to uniquely identify an individual 87 percent of the time using common statistical techniques. Similar results were

achieved using health care data, where 20 out of 23 patients were uniquely identified using type of cancer, month/year of diagnosis and five-digit ZIP code.

Once a thief has PII, he/she can use it to target Army personnel or their families, or for indirectly monitoring troop movements and operations.

For these reasons, Congress and the Department of the Army designated PII as sensitive information and for official use only (FOUO). Failure to protect PII can result in administrative, civil and criminal sanctions under the Privacy Act, AR 25-2, and command guidance.

Future Soldiers count on the Army to protect their personal information and safeguard their privacy. By following a few simple rules, the Army can prevent unauthorized disclosure and data theft. The minimum precautions when handling PII include the following.

- Never e-mail PII without encrypting the message and all attachment(s).
- Never store passwords or PINs with your computer.
- Protect your laptop at all times.
- Clearly mark printed material and media containing PII as FOUO, and store it in a locked container.
- Never upload PII to personal or civilian Web sites or file servers.
- Do not download unauthorized software or file sharing utilities.
- Shred documents and CDs containing PII at the end of their useful life.
- Do not allow others to see your laptop screen when computing in public places.
- Delete files containing PII when they are no longer needed.

For additional information or assistance contact USAAC-IAD at (502) 626-1111.



*Identity theft cost consumers and financial institutions a total of \$49.3 billion in 2007. The average victim lost \$5,720 that year.*



# Treestand Safety

Story and photo by Walt Kloeppel  
Associate Editor

**H**unters, many of them Soldiers and family members, have taken to the woods in pursuit of deer as hunting seasons all over the U.S. are in full swing.

A large percentage of them will use treestands (elevated platforms) to hunt from.

According to the National Bowhunter Education Foundation, falls from treestands are the number one cause of injuries and deaths to hunters.

"Statistics point out that one out of three hunters will fall at some point in their hunting lifetime," said Marilyn Bentz, executive director for the National Bowhunter Education Foundation.

While statistically more injuries result from bicycle riding, hunters must try their best to cover all safety aspects of treestand use to avoid becoming one of those statistics.

Treestands must be properly checked for cracks, missing bolts or parts, worn foot securing binders and working condition of the safety harness. No matter what type of stand the hunter uses, never use one without a safety harness.

The Treestand Manufacturers Association recommends a full body safety harness or FAS, Fall-Arrest System that will not tighten around your body in the event of a fall, which is a possibility with just a single strap around your waist. These harnesses range from \$30 to \$200, with the more expensive ones featuring a padded vest and leg straps. It is advised that once you purchase a vest, familiarize yourself with it and hang a foot or so off the ground in it for practice, just to get the feel of what to expect if a fall ever occurs.

Always look closely at the tree you are about to climb. Make sure there aren't any dead limbs overhead that could break off, striking you as you climb. Be observant of the trees beside you as well. If a wind kicks up, are there potential dangers nearby? Always take care when ascending and descending, as this is when most falls occur.

Never use homemade wooden treestands, this is an accident waiting to happen. Wood rots after a season or two. Nails and screws fastened into trees can work loose as the tree moves from growth, as well as gusty winds.

The most popular stands today are the self-climbing stands, though many still use hanging stands that require screw in steps or "climbing sticks" to climb the tree. Ladder stands are also popular for those who have a permanent area to hunt where moving the stand day to day is not required. They are one of the easiest stands to climb as they have an attached ladder to the platform but they can be dangerous as well and rank up there with the others for falls. Again, if we look at the statistics that most falls occur during the act of climbing, the ladder stand poses its own risk in its simplicity. While safety-conscious hunters will



use a safety harness around the tree while climbing with a self climber, most will never use a harness while climbing the ladder of a ladder stand. All it takes is a dew-wet rung and bad footing and you could be on the ground before you know what happened. A lineman-type safety strap snapped around the ladder will protect you from doing a back flip while climbing, but you will have to reattach it at the point where the ladder brace supports the ladder half way up. While it may slow your climbing method, taking those extra minutes can be a wise decision.

Never carry your bow or gun when climbing. Use a pull-up strap to bring your unloaded weapon into the stand after you are securely fastened to the tree.

When hunting, always let someone know which area you'll be in. Carry a whistle in your pocket in the event you fall and cannot move. A two-way radio is better still, just be sure it's on your person and not in a fanny pack still hanging on the tree if you wind up on the ground. A flashlight in your pocket will aid greatly if someone has to locate you at night.

Even with a harness secured, it may be hard to get back into your stand if you fall or if your stand falls to the bottom of the tree, leaving you hanging ... literally. If you find yourself in a hanging situation, once you have regained your composure, use a quick release type harness or carry a knife in your pocket to cut away the strap and shinny down the tree if possible. You may scrape up a bit doing it, but it can be done. If you have a good body harness, you could wait it out until the cavalry arrives, that will have to be your call.

Treestands offer the hunter an elevated advantage, allowing game to get closer for the shot. With common sense and careful pre-hunt checks of one's tree climbing equipment, it can be a safe advantage as well.

## World Class Shooter Enlists for Marksmanship Unit

Story and photo by Andy Entwistle  
Albany Battalion

Amanda Elsenboss was perhaps the easiest contract of Sgt. Salvador Landa's three years in recruiting.

"She walked in and showed me the letter saying that she would be reporting directly to the Army Marksmanship Unit as soon as she finished basic," said the Waterbury, Conn., recruiter. "All she had to do was enlist."

Elsenboss, 20, a competitive shooter from Woodbury, Conn., had just returned from a meet at Camp Perry, Ohio, where she earned High Junior in the Wimbledon Cup shooting at 1000 yard targets with her Bushmaster M-16. In short, she's a crack shot and her performance at similar events had already been noticed by the US Army Marksmanship Unit.

"We'd talked at other meets," said Elsenboss, who has shot competitively for seven years. "When I met with the NCOIC the last time he told me I was hired if that's what I wanted."

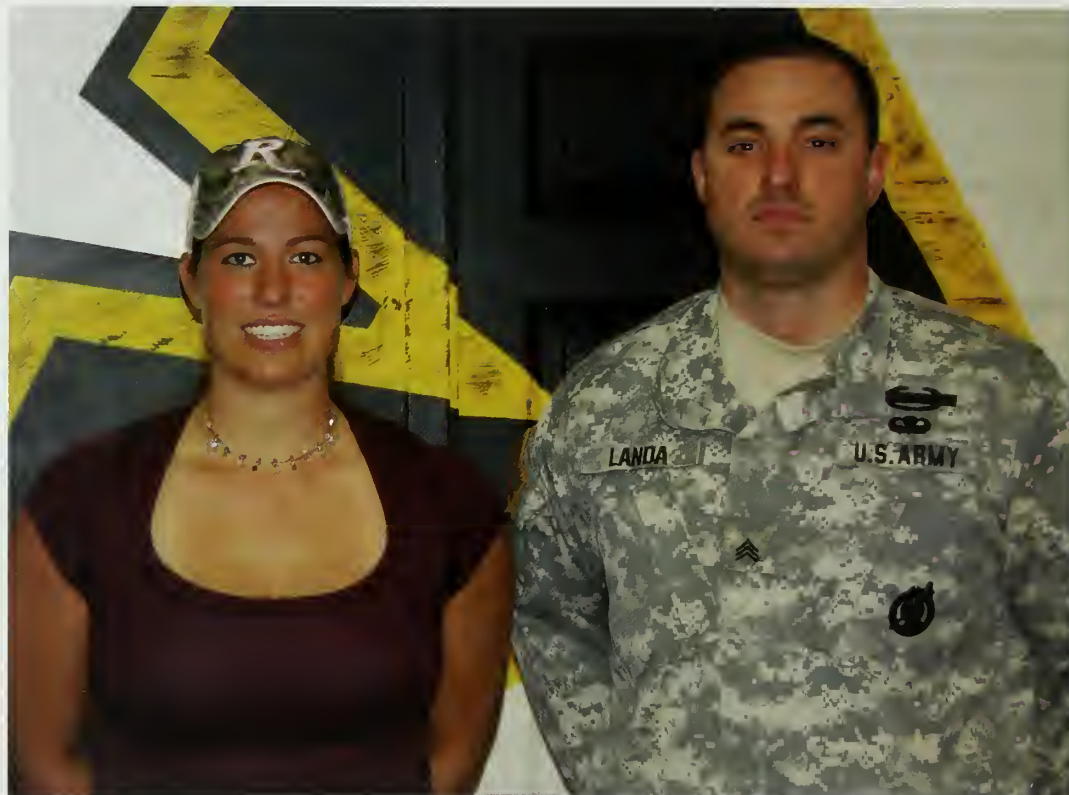
It was exactly what she wanted.

"All the services have teams," she said. "Each component of the Army even has its own team, but the AMU is pretty much known throughout the shooting community to be the best."

The trick was to get the enlistment done. Between May and August Elsenboss shot at 15 events across the country.

"We had to squeeze it in between meets," said Landa. "She enlisted and left the next day for the Nationals."

The one hitch in her enlistment process was a waiver for, of all things, her eyesight.



Amanda Elsenboss stands with her recruiter, Sgt. Salvador Landa of Waterbury Station, Conn. Elsenboss is a reknown competition shooter who enlisted as a 91K and will be joining the Army Marksmanship Unit as soon as she finishes basic training.

"No one believes me, but without my contacts I'm as blind as a bat," said Elsenboss. "It's true; I can't read a clock from a foot away."

Landa got the waiver approved and Elsenboss enlisted for MOS 91K, armament repairer. A sophomore at the University of Sciences in Philadelphia, she is putting her pharmacy degree on hold to seize this opportunity, although her credits so far will let her ship as a Pvt. 1st Class. She will spend her three-year enlistment with the USAMU and hopes to complete a degree online.

Landa said his challenge was to keep her focused on the tasks ahead.

"It's a great opportunity, but first she has to get through basic and AIT," he said. "My job is to get her ready for that. We've been working on the task list."

Elsenboss said she had also been using the Future Soldier website and was not worried about having to qualify with a "rack grade" weapon during basic. She

plans to avoid any extra attention by not telling anyone about her future assignment.

The USAMU has six competition teams and Elsenboss will join the service rifle team. She has already attained two of the major awards that the unit encourages its members to achieve: in 2006 she earned enough cumulative points to be named a Distinguished Rifleman and she has qualified twice for the prestigious President's Hundred, and will report for duty wearing the tab.

Elsenboss, whose two sisters shoot small-bore rifles, credits her father, who shoots skeet, with getting her interested in the sport. She said he was "really pumped" about her acceptance to the unit. She could think of only one regret regarding her enlistment: she had to return her finely-tuned team rifle to Remington Bushmaster. But she did get to keep the hat.



## A Family Tradition

Story and photo by Andy Entwistle  
Albany Battalion

Command Sgt. Maj. (ret.) Michael Donohue says that he never pushed his sons to enlist, but recalls telling them stories of his 24 years as a military police officer that included deployments to Operation Desert Storm and OIF III. He was not surprised when his son, Michael, 19, asked him to accompany him to see a recruiter.

"I've heard his stories since I was a little kid," Michael said. "I would get goose bumps watching Dad march."

Staff Sgt. Shane Kehl, working in Middletown, N.Y., recalled their first meeting.

"Michael walked in knowing what he wanted and he didn't want to hear anything else. It was MP all the way," he said.

The young man became his fourth contract, enlisting for five years. "It's a way to give back to the community," said Michael. "I want to do my tour and then be a New York state trooper or join the NYPD."

Not far behind Michael came John, 18, who also wanted to be

a MP. In July, he also enlisted for five years, and became Kehl's seventh contract.

"I decided in high school that I wanted to be a Soldier and I want to be a MP because I'd like to help people," said John, who hopes to be stationed outside the United States after training.

Although the second to enlist, John will ship first to basic training in September and has been preparing by working out. He will leave home as a Pvt., E-2, having completed the basic training task list. When Michael follows in October he will go as a Pvt. 1st Class based on his college credits.

Both say their friends are supportive of their decision, as is their mother, Luisa. The brothers say they are not deterred by the prospect of serving in a combat zone.

Kehl, a combat-tested Infantryman now in his seventh month of recruiting duty, said he is confident that the brothers have a bright future.

"They are the type of soldiers the Army wants," he said. "they're fit and smart and I know that they will go somewhere."



John and Michael Donohue followed in the footsteps of their father, retired Command Sgt. Maj. Michael Donohue, by enlisting as MPs. Staff Sgt. Shane Kehl wrote both contracts. x

## Losing to Win

Story and photo by D. Charone Monday  
Columbus Battalion

Twelve months ago, Robert Thompson was a candidate for The Biggest Loser TV show. Topping the scale at more than 400 pounds and only 5 foot 10 inches tall, he would have easily won the \$250,000 after he dropped more than half of his body weight. But his eye was on a bigger prize as he looked forward to the day he could become a U.S. Army Soldier.

According to Thompson, "I've always wanted to serve my country, and this has finally given me the opportunity to be able to do so. My father served during WWII and this is something I've wanted to accomplish all of my life."

His journey started the night he was lying in bed watching TV and realized he couldn't see the TV because his stomach was in the way. Being tired of waking up sore and not being able to do anything for lack of energy, Thompson transformed his body by losing 230 pounds in a 12-month period.

And how did he do it? "I just kept my portions down and exercised two hours a day. Also, I cut out most all fast food and now I eat basically fruits, vegetables, chicken, fish, and occasionally beef," he explained.

"But the hardest part was in my mind. Cutting out all my bad habits was very difficult. I had to retrain my physical body and my mind as decided I was

never going back to that size again," he said.

During the 12 months, he experienced what most people trying to lose weight experience — he hit a wall.

"I did hit brick walls," said Thompson. "But I just kept at it. Sometimes it would be 30 days when I couldn't lose any weight and it was very discouraging. But I knew if I kept at it that the weight would eventually fall off."

At 39 years old, Thompson feels that losing the weight has prepared him physically and mentally for basic training. According to him, "It's made me mature. It's made me see that I can accomplish whatever I put my mind to and I will overcome any challenges put in front of me."

When asked what advice he would give to others who may have something

holding them back from enlisting, he replied, "Never give up. Never let somebody tell you that you can't accomplish your goal. It's going to be the roughest thing you do but you can accomplish whatever you put your mind to."



A shadow of his former self, Robert Thompson holds the pants that he once filled. Losing more than 230 pounds enabled him to fulfill his lifetime dream of becoming a Soldier.

## Joy at J.F. Byrnes High School

Story and photo by Vernetta E. Garcia  
Columbia Battalion

The last day of September brought a double dose of joy to J.F. Byrnes High School, Duncan, SC, as two of its own were selected to play in the 2010 All-American Bowl. Football players Marcus Lattimore and Brandon Willis were selected for the upcoming East meets West rivalry. There were only two other players selected in the entire state of South Carolina, so two from one school is especially remarkable.

"These are two outstanding young men who truly embody the Army values," said Sgt. 1st Class Timmy Hammonds, Spartanburg, S.C., station commander.

Lattimore, said he was grateful to receive the honor and humbly thanked his teammates and coaches; "without them I wouldn't be here," he stated.



Yolanda Lattimore is visibly moved by the recognition of her son, Marcus Lattimore, who was selected for the 2010 All-American Bowl.



## Army Recruiters Volunteer at San Jose's SJB Child Development Center

By Phil Walker  
Fresno Battalion

Summer vacation is supposed to be a time for kids to enjoy themselves and play through the lazy, hot days. But summer can be a nightmare for children in families struggling to find and pay for educational child care while mom and dad work.

The SJB Child Development Centers in San Jose are the bridge that makes it possible for children up to 12 years old to have the summer vacation they deserve. With more than 1,400 children throughout 11 different sites, the centers rely highly on volunteer assistance to bring added benefits to the program. With that many children, it is difficult to find enough volunteers.

The Monterey Bay Recruiting Company of Fresno Battalion helped out in a big way this summer. Led by Company Commander Capt. Don Bryant, the company provided volunteers throughout the summer to provide a positive influence and role models for the California center.

"Our program would not have been as successful without the generous help of the Army recruiters," said Kara Lee, a SJB representative. "It's very hard to find enough volunteers to cover all our programs and there is something wonderful to be said for these men who give up their own time, and serve as role models for our kids."

"We are part of our communities and think it's important to give back to it in every way we can. Nobody told us that we had to do this, it's just part of our job of community citizenship," Bryant said.

Monterey Company took part in the summer program for the SJB Child Development Centers twice a week in August. They participated at the Cherrywood and Slonaker Extended Day Care locations. Members of the company would play games with the children, answer questions about the military and talk about what it is like to be a Soldier.



A youth from the SJB Child Development Center tries on an Army beret and a salute during one of the summer events that was supported by recruiters of Monterey Company.

Even though summer vacation is over, the Monterey Recruiting Company is partnered with the local communities and SJB Child Development Centers for the long haul. And they love it.



Gracie Brooke Blascoe, 5

## Proud Recruiter Dad

By Lee Elder  
Nashville Battalion

Sergeant 1st Class Kevin Blascoe, Oak Ridge station commander, saw both his 3-year-old and 5-year-old daughters take first-place finishes in beauty competitions in Piggott, Ark. No one was more surprised than the proud father of the little blonde-haired beauties.

"I was overwhelmed," Blascoe said. "I was pretty proud."

The family had been planning to return to Piggott, Arkansas for the 4th of July weekend. Members of Blascoe's family then began urging his wife, Jenny, to enter the two girls into the competition.

"We didn't even plan on putting them in these events," Blascoe said. "My sister had talked my wife into putting them into the event."

Gracie Brooke Blascoe, 5, was voted "Little Miss Firecracker" out of a 42-girl field of 5- to 7-year-olds. This competition was held in Piggott July 4.

The previous day, her younger sister, Rylea Paige Blascoe, was crowned "Tiny Miss Independence," in the 3- to 4-year-old category in nearby Corning, Ark. This is the first pageant the girls ever competed in, Blascoe said.

"We did it for the girls to have fun," Blascoe said. "Everybody was telling me how pretty they were, and I didn't need to hear that since I knew it already."



## Great Lakes Completes 1st Battalion Lean Six Sigma Training Event

By Jake Joy  
Great Lakes Battalion

Soldiers and civilians of the Great Lakes Battalion recently became the first in USAREC to graduate from a Lean Six Sigma Green Belt battalion field training event, held August through September in Lansing, Mich.

Adopted by USAAC and USAREC in early 2005, Lean Six Sigma is a business improvement model that seeks to balance speed and quality while creating improvements in customer satisfaction, cost, quality, process speed and invested capital. The students attend class for approximately two weeks, completing their certification with a work-related project and written test.

"We always ask, 'where's the pain?'" said USAAC Lead Lean Six Sigma Coordinator Michelle Graham, who administered the field training to the Great Lakes Battalion.

"Most of the pain is in the processes that the recruiters use every day at the MEPS and the stations. All the paperwork, the reworks that take a lot of time, where they constantly have to ask the applicant to come back — it becomes a bad experience for the applicant. So if we can change the processes that actually touch the customer, we'll be better all around."

The training session was the first offered to a battalion away from Fort Knox. Great Lakes Command Sgt. Maj. Albert Crawford campaigned to bring trainers to his battalion after recognizing the value of Lean Six Sigma during his own Black Belt process. His expectation was for battalion staff and Soldiers in the field to find ways to limit wasted energy and streamline processes.

Battalion master trainer Sgt. 1st Class John Howe, who received his certification through the training, thinks Soldiers will respond.

"[Lean Six Sigma] gives them better tools to solve problems and analyze issues," Howe said. "It will help our Soldiers break down a problem to its contributing factors and make it easier for them to see the real underlying issues and overcome them."

## Nurse Captain Reflects on Career

Story and photo by Maggie Smith  
Columbia Battalion

Captain Patricia Williams of Columbia Recruiting Company has been in the Army for 22 years. A native of New Orleans, Williams enlisted to be a combat medic and went on to nursing school in 1990. She became a practical nurse for the Army in 2000 and now in her second command, she is the head of the Columbia Recruiting Company.

As she commands recruiting opera-

tions in Columbia, S.C., Williams oversees seven recruiting stations over the larger Columbia area and 50 recruiting specialists in her company. Williams has found fulfillment and success in Army recruitment.

Williams credits her mentors throughout her military career for her achievements.

"I came in very young, right when I had turned 18 and had great mentors every step of the way. All of them encouraged me to get an education, be committed and hold strong to good values."

And she's putting those values and commitment to work. Williams recently

put together the Champions 4 Champions event held at Dent Middle School. The event, sponsored by the Army for middle and high school students, brings pro and former pro athletes to talk to students about responsible decision making by sharing their stories.

"This program is not only about finding those young people who would make fine Soldiers, but it is also encouraging all students to stay in school and be good citizens," she said.

It is this commitment to community that has made Williams and her company so successful. Events like Champions 4 Champions have been extremely successful, because they establish relationships within the community. Williams said building relationships with local high schools has been very rewarding towards her recruiting initiatives.

"Working in schools and giving students this valuable information at such decisive points in their lives is what makes it all worth it."

When asked which specific moments in recruiting have been the most gratifying, Williams said, "I don't have a particular moment, but hometown recruiting is always especially rewarding."

The process of watching young men and women become Soldiers is particularly special for Williams.

"Watching recruits from the very beginning when you're sitting with their parents in their living rooms and then seeing them become Soldiers is a wonderful feeling."



Captain Patricia Williams of Columbia Recruiting Battalion is interviewed by "Coach" Chuck Hatcher, host of a local radio show.



## Army Bond of Brothers

Story and photo by Deborah Marie Smith  
Phoenix Battalion

Baker family history was made when Jonathan Baker raised his right hand and recited the oath of enlistment in the presence of his father and two Soldiers — his older brothers — at the Phoenix Military Entrance Processing Station July 29.

Maybe it was job security, military benefits or childhood memories of playing GI Joe that explains why three brothers whose father never served in the military enlisted in the Army this past year.

“As their father, there are no words to describe how proud I am,” Johnny Baker said.

“I never joined the military; I was too busy trying to run my rebar business and now all three of my sons are Soldiers.”

Jonathan, the youngest, was the first to walk into the U.S. Army Recruiting Station in Surprise, Ariz., yet he was the last to join.

“Like most high school seniors, Jonathan was unsure of his future and wanted to wait and see if anything else would come along,” said his recruiter Staff Sgt. Michael Davis. “A few days after I met Jonathan, his oldest brother Chris called to inquire about the Army because he heard how professional we are — not the typical car salesman recruiter types.”

Christopher was about to become a new father and wanted to obtain a secure job with benefits and money for college. He was also tired of driving for an ambulance service, so he enlisted last August.

It wasn't long after Christopher shipped to basic training before Casey wanted to become Army Strong, too. He was making decent money as a foreman for his father's company, however, he didn't want to tie rebar for the rest of his life.

“Casey had an obstacle to overcome,” Davis said. “When he took his physical they told him he was color blind, which limited his occupational choices to mental health care specialist. The job did not appeal to Casey, however, he still enlisted.”

“He just wanted to get into the Army,” Davis said.

Shortly after basic training, Casey was retested and able to cross train into field artillery.

Throughout basic and advanced training, Christopher and Casey kept in touch with Davis and informed him Jonathan still wanted to join. However, Jonathan was a “no show” to the recruiting appointments.

“He did that about three times but I never gave up hope,” Davis said. “I knew he would be back.”

Indeed, he did come back; one day Jonathan strolled into the Surprise Recruiting Station with his two brothers and the processing paperwork began.

Jonathan ships to Fort Sill, Okla., for basic training Nov. 17. After graduation, he attends advanced training there to become an cannon crew member like his brother Casey, who is stationed at Camp Casey, South Korea.

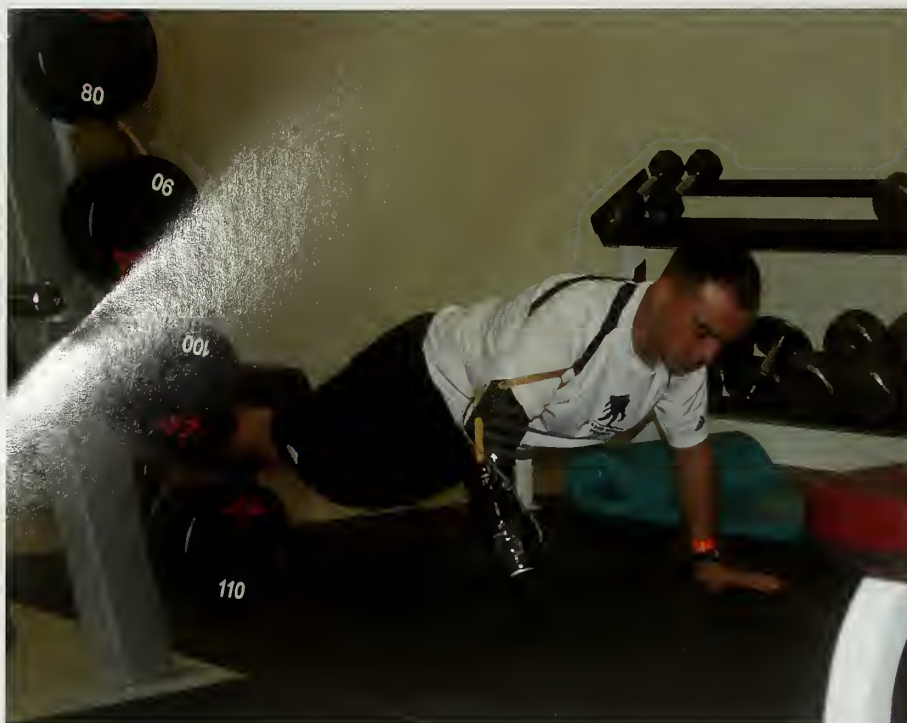
Christopher serves as a military police officer at Fort Bragg, N.C.

Even though the likelihood of all three brothers being stationed at the same Army base is small, they now share a brotherly Army bond.

“It's almost like *Saving Private Ryan*, when all the brothers enlisted,” said Christopher. “It takes a lot of courage to do what we did and I'm really proud we all joined. We may have enlisted for different reasons, but the bottom line is we want to protect our rights as Americans and uphold the standard of freedom.”



Baker brothers Christopher and Casey attend Jonathan's enlistment ceremony along with their father, Johnny, at the Phoenix Military Entrance Processing Station July 29. Jonathan ships for basic training Nov. 17.



Staff Sgt. Luis Elias has no problem with his push-ups. He also finished the Ironman run, 13.1 miles in just over two hours

## Drill Sergeant to Return Army Strong

*Story and photo by Charmain Z. Brackett  
Army News Service*

A sudden accident may have cost Drill Sergeant Luis Elias his hand, but it hasn't stripped him of his positive attitude or impacted his plans for the future.

On June 30, Elias, who is a staff sergeant, was training his new Soldiers at Fort Benning, Ga., when a grenade simulator exploded in his right hand, leaving just his thumb. Surgeons at Dwight David Eisenhower Army Medical Center amputated the hand.

Since then, Elias has been in physical therapy learning to use a prosthetic hand. A bionic hand called the i-limb is on its way. Once Elias learns to use it, he will be back training young Soldiers.

Hopefully, in about a month or so, I'll be back to being a drill sergeant," Elias said in October.

"It all comes down to the Soldiers Creed," said Elias. "I will never quit. I take those words to heart."

Keeping in good physical shape is an important part of the readiness to return to duty. He can do push-ups with one prosthetic device.

In September he competed in the running portion of the ESI Ironman 70.3 Triathlon in Augusta, finishing his 13.1 miles in two hours and five minutes. He did not compete in the swim or the bicycle portion of the race because he did not have a recreational prosthetic.

Elias credits his wife, Claudia, and 4-year-old son Noah, with providing him the extra strength and support he's needed.

Elias joined the Army about six years ago soon after high school graduation. Growing up in bad neighborhood in Miami, he saw the Army as a way to provide a better life for himself.

After serving two tours in Iraq, he submitted his packet to be a drill sergeant. He'd only been training new Soldiers for a few months when the accident occurred.

When he returns to duty, he believes he can be an inspiration to his batch of new recruits.

These Soldiers will end up going to Iraq," he said. And maybe down range they will remember their drill sergeant with a prosthetic arm and a never quit attitude, he said.

## USASMA Changing Curricula

*By Carroll Kim, USASMA*

Command Sgt. Maj. Ray Chandler, commandant of the U.S. Army Sergeants Major Academy, has laid out specific changes to the noncommissioned officer education curricula. NCO courses are changing to provide career-long learning.

"We're transitioning from a training based organization to an educational based organization," he said. "We know that a Soldier that is trained performs well. What we want is a Soldier that is educated and can solve problems in a variety of conflict."

The Warrior Leaders Course will use both performance-based testing and performance evaluations. "In the past, we tested Soldiers on tasks. Now, they're going to have a performance based assessment and a cognitive module-based assessment," he said.

The Sergeants Major Course will also undergo improvements. One of them is to align the 10-month course to the academic school year, which will accommodate the students who bring their families to Fort Bliss, Texas.

Chandler also mentioned the integration of more senior enlisted students from across the services and nations into the school. "We don't have a directive like the officers to train with international Soldiers, but we know inherently that NCOs will have to operate in a joint environment. We have to expose them to it earlier," he said.

The biggest change will happen between operational experiences and schoolhouse education through structured self-development. The self-paced, professional development is designed to fill the gaps and teach other lessons such as the rank systems of other services and how to conduct drills and ceremonies.

"We've had correspondence courses. What we want to do is provide structure and that structure is going to give Soldiers what they need between education and the operation," said Chandler.

Soldiers will complete scheduled SSD modules as a prerequisite to schoolhouse classes. The complete program will be available by September 2010.



## Financial Assistance for Homeowners

The Department of Defense (DoD) has temporarily expanded the Homeowners Assistance Program (HAP). Using \$555 million in funds from the American Recovery and Reinvestment Act (ARRA), this program is designed to partially reimburse eligible military personnel, surviving spouses, and federal civilian employees whose service to the nation has required them to relocate and sell their primary residence at a loss.

Potential eligible personnel include:

- Active and former service members of the Army, Navy, Marine Corps, Air Force, and Coast Guard
- Civilian employees of the DoD, Coast Guard, and non-appropriated fund activities and
- Surviving spouses of both fallen service members and civilian employees

The DoD HAP has been providing financial assistance to military personnel and DoD civilians since 1966, mainly at base realignment and closure (BRAC) sites where government action caused a decrease in market home values. While the HAP expansion is not designed to pay 100 percent of losses or to cover all declines in value, it can help protect eligible applicants from financial catastrophe due to significant losses in their home values.

Supporting military families is one of the administration's highest priorities and includes leadership and engagement by Michelle Obama and Jill Biden. In February, the Congress provided ARRA funding for a temporary expansion of the HAP to address unique economic pressures faced by military personnel who are forced to relocate during these unusually

adverse housing market conditions.

ARRA funding allows the DoD to temporarily expand HAP to partially reimburse losses from the sale of a primary residence in the following priority order:

1. Homeowners wounded, injured, or ill in the line of duty while deployed since Sept. 11, 2001, and relocating in furtherance of medical treatment
2. Surviving spouse homeowners relocating within two years after the death of their spouse;
3. Homeowners affected by the 2005 BRAC round, without the need (which existed under previous law) to prove that a base closure announcement caused a local housing market decline
4. Service member homeowners receiving orders dated on or after Feb. 1, 2006, through Dec. 31, 2009, for a permanent change of station (PCS) move. The orders must specify a report-no-later-than date on or before Feb. 28, 2010, to a new duty station or home port outside a 50-mile radius of the service member's former duty station. These dates may be extended to Sept. 30, 2012, based on availability of funds.

Each of these general categories has more specific eligibility requirements, which have been updated at the DoD HAP Web site <http://hap.usace.army.mil>. The U.S. Army Corps of Engineers executes the program for all the military branches and HAP administrators will immediately start processing applications.

Potentially eligible personnel who have sold a primary home for a loss or who are considering selling their home are encouraged to visit the DoD HAP Web site <http://hap.usace.army.mil> to check specific program criteria and apply online.



Friends and family of the 1st Medical Recruiting Battalion ran the Army Ten-Miler Oct. 4.

## 25th Army Ten-Miler Sets Event Records

By Tim Hipps  
Military District Washington

More than 21,000 runners turned out for the 25th Army Ten-Miler in Arlington, Va., Oct. 4, setting record times in both the men's and women's divisions.

A 27-year-old Ethiopian, Alene Reta who lives in Manhattan, N.Y., won the men's division with a record pace around Washington's monuments in 46 minutes, 59 seconds. That's 33 seconds faster than the record established in 2004 by three-

time race champion Maj. Dan Browne. Representing the Army World Class Athlete Program this year, Browne finished third with a time of 47:49.

Browne, a 14-time U.S. national road-racing champion at various distances, re-entered the WCAP last November and was the first American finisher in 24th place at the IAAF World Marathon Championships. His goal is to make the U.S. Olympic Marathon Team.

"I feel like this is my home," Browne said of returning to WCAP. "This is where I'm supposed to be right now. I want to make this (Olympic) team for the Army and for everyone out there who's sacrificing. I think about those guys overseas lots of times while I'm running and working hard. They're sacrificing for us, so my heart goes out when I'm out there racing."

Samia Akbar, 27, who lives in Herndon, Va., won the women's race with a time of 55:25 — 55 seconds quicker than the mark set in 1995 by Susan Molloy of Charlottesville, Va.

The 10-mile course started and ended at the Pentagon.

## Volunteers Needed for eCYBERMISSION

*Army Research, Development and Engineering Command*

Volunteers can now register for the Army's eighth annual national eCYBERMISSION competition at [www.ecybermission.com](http://www.ecybermission.com).

eCYBERMISSION is a free, Web-based, science, math and technology competition that allows students in grades six through nine to work together to solve a problem in their community using the scientific method.

Volunteers are needed to serve as CyberGuides and ambassadors. CyberGuides will provide online mentoring for students during registration and submission, and provide resources and guidance. Ambassadors will visit local schools to

generate enthusiasm for the competition among administrators, teachers and students. Ambassadors will also promote eCYBERMISSION through e-mails and phone calls, coordinate with contacts to post the web site link on related web sites and encourage other individuals to be eCYBERMISSION volunteers. CyberGuides must have an active Department of Defense (DoD) security clearance and ambassadors must have either an active DoD security clearance or an approved federal background check.

"As a nation, we are falling behind in the number of students pursuing careers in science, math and technology," said Michael Lombardi, Research, Development and Engineering Command Program Manager for eCYBERMISSION.

"eCYBERMISSION introduces students to the application of these subjects in a fun and interesting way, ultimately

helping to solve a problem in their own communities."

The Army hopes to encourage more students to take an interest in science, math and technology, as skills in these areas are vital to our nation's security and defense."

Students will be competing for \$8,000 in U.S. EE Savings Bonds. Registration for the 2009-2010 competition year will run through Dec. 18, 2009, and final mission folder submissions are due on Feb. 26, 2010.

For more information and to register as a volunteer, visit [www.ecybermission.com](http://www.ecybermission.com) or call 1-866-GO-CYBER (462-9237) or e-mail at [volunteerprogram@ecybermission.com](mailto:volunteerprogram@ecybermission.com). To register, please use the code challenge.

For the latest in news and updates, follow eCYBERMISSION at <http://ecybermission.blogspot.com> and <http://twitter.com/ecybermission/>.

## Armed Services YMCA Hosts Contests to Promote Military Family Month

*Armed Services YMCA*

The Armed Services YMCA **Essay Contest 2010** is seeking essays for its annual Military Hero contest.

The essay contest promotes reading and writing among children and teen dependents of active duty military or retirees from the Army, Navy, Marine, Air Force, Coast Guard and National Guard/Reserve families.

One \$500 first place and one \$100 second place bond will be awarded in categories for first and second grade; third and fourth grade; fifth and sixth grade; and seventh and eighth grade. Students in two high school categories, ninth and tenth, and eleventh and twelfth, will be awarded \$1,000 bonds for first place, and \$200 bonds for second place. In addition, there are two \$100 bonds for essays of honorable mention.

Students are asked to write about 'My Military Hero.'

The essay can focus on any person who is serving/has served in the U.S. military from a relative such as a parent to a historical figure such as Gen. George Patton.

Grades eight and below should submit entries of at least 100 words but no more than 300 words. High school students — 9th through 12th grade — should write essays of not more than 500 words but no less than 300.

Judges like creative entries. Poems, stories and news articles are different formats that have caught judges' attention in the past.

The "My Military Family" **art contest** promotes art among children — ages kindergarten through sixth grade — of active duty or retired (with 20+ years of service) from Army, Navy, Marine, Air Force, Coast Guard and National Guard/Reserve families.

Students are asked to draw a picture of their military family on a 6 x 8-inch template included with the entry form. Entries with great use of color and a patriotic theme have caught judges' attention in the past.

One \$500 first place and one \$100 second place U.S. Savings Bond will be awarded in each service category.

The top six winners — one from each service — will be highlighted on the Armed Services YMCA annual Military Family Month poster.

Entries for both contests should be postmarked no later than March 19, 2010, to be eligible.

Send them to: Armed Services YMCA, with attention to either Essay Contest or Art Contest, 6359 Walker Lane, Suite 200, Alexandria, VA 22310.

All entries should include the official entry form completely filled out and found on the Armed Services YMCA Web site: [www.asymca.org](http://www.asymca.org).

For any additional information not found on the Web site e-mail the questions to [tharper@asymca.org](mailto:tharper@asymca.org) or call (703) 313-9600, ext. 106.



# THE TEST

**1. What are the three operational control measures leaders use to guide their subordinates' decisive and shaping operations?**

- a. Weekly planning meeting, daily IPR, and weekly AAR
- b. DPR, weekly AAR, and weekly planning meeting
- c. Weekly IPR, monthly planning meeting and daily production meeting
- d. Daily IPR, monthly AAR and bi-weekly training meeting

**2. Battle rhythm allows units and leaders to \_\_\_\_\_.**

- a. Act independently.
- b. Audition prospective band members
- c. Function at a sustained level of efficiency for extended periods.
- d. Work closely with sister companies

**3. The weekly planning meeting should be held in the station on \_\_\_\_\_.**

- a. Monday morning
- b. Wednesday afternoon
- c. Saturday morning
- d. Friday evening

**4. Which of the following is not a recommended topic in the IPR outline?**

- a. Future Soldiers
- b. Prospecting
- c. Personnel
- d. School visits

**5. What is the core of the U.S. Army Reserve's value proposition?**

- a. "Civilian ready skills and training" while serving part-time
- b. "One weekend a month"
- c. "Part-time job for full-time skills"
- d. "Stay at home and serve"

**6. The recruiting environment has four dimensions: technology, information, human and \_\_\_\_\_.**

- a. Geographic
- b. Psychographic
- c. Political
- d. Demographic

**7. The system that gives leaders online access to their Soldiers' training records is \_\_\_\_\_.**

- a. CATS
- b. MEDPROS
- c. Pronet
- d. DTMS

**8. The Army has eight interrelated operational variables. These operational variables are often abbreviated as \_\_\_\_\_.**

- a. PMESII-PT
- b. ARADS-LST
- c. RESCRR-ED
- d. LSMFT-DDS

**9. What are the Army's three primary competitors?**

- a. Marines, Air Force and Navy
- b. Industry, fast food and retail stores
- c. Postsecondary schools, industry and sister services
- d. Secondary schools, vocational schools and community colleges

**10. Which of the following is not one of the four elements of the market?**

- a. Potential market
- b. Market of opportunity
- c. Penetrated market
- d. QMA market

The answer key is in Recruiting ProNet. Look for the Recruiter Journal Test Answer link in the left column.

If you want to see the answer key, you must be a member of Recruiting ProNet. If you're not already a member, you're missing out on a great way to learn from other recruiting professionals. To apply for membership, click "Become a member" on the Recruiting ProNet home page:

<https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=51486>.

# GOLD BADGES

September 2009



## Atlanta

SFC Ingram Cephus  
SFC Anthony Linton  
SFC James Taylor  
SSG Leon Carby  
SSG Joshua Patrick  
SSG David Raines  
SSG Dennis Sauro  
SGT Joshua Bisson

## Beckley

SFC James Byrd  
SSG Shawn Farrow  
SSG William Partrea  
SSG Ronnie Portillo  
SSG Antonio Zaffoni  
SGT Anita Cherry  
SGT James Dillingham

## Chicago

SFC Stephen Campbell  
SFC Ramon Collazo  
SSG Craig Simmons  
SGT Charles Booker  
SGT Blain Jones  
SGT Amed Martin  
SGT Kevin Morrill  
SGT Jonathan Simmons

## Columbia

SSG Robert Baggott  
SSG Mark Bird  
SSG Hison Brown  
SSG Damon Hewing  
SSG Jolynda Cowher  
SSG Raymond Voorhees  
SGT Rafael Colo-Benitez  
SGT Daniel Ellenburg  
SGT Cletus Hentz

## Columbus

SSG Timothy Laprade  
SGT Joseph Clark  
SGT Matthew Love  
SGT Jesse McElfresh  
SGT Cory Williams

## Denver

SFC Victor Almodovar  
SFC Joseph Davis  
SFC Yolanda Greer  
SFC Ricardo Neal  
SFC Russell Odell  
SFC Hugh Simmons  
SSG Jeromy Beebe  
SSG Kam Cianfrani  
SSG Nicholas Cook  
SSG Ronald Dunwoody  
SSG Andrew Elliott  
SSG Gregory Heil  
SSG Carlos Huizar  
SSG Ernest Johnson  
SSG Bradley Kauwe  
SSG Jason McCarthy  
SSG James Olivas  
SSG Eric Quandt  
SSG Roger Richards  
SSG Daniel Smith  
SSG Justin Smith  
SSG Ted Smith  
SSG Jeremy Sowby  
SSG Glen Stumm  
SGT William Chesson  
SGT Ronnie Dudley  
SGT Justin Gilbert  
SGT Byron Haver  
SGT Daniel Heath  
SGT Nathan Key  
SGT Roger Lanuza  
SGT John Lenz  
SGT Janatha Love  
SGT Anthony Troiano

## Great Lakes

SFC Nicholas LaChance  
SSG Gerald Bielicki  
SSG Nigel Gomez  
SSG Jonathan Hudson  
SSG Jamerson Mayberry  
SSG Sean Phillips  
SSG James Poole  
SSG Jenna Singler  
SGT Christopher Montoya

## Houston

SFC Manaleto Clay  
SSG Victoria Calderon  
SSG Billy Pickron  
SSG James Rice  
SSG Jason Roseburgh  
SGT Oscar Domino  
SGT Quinten Downing  
SGT David Holland  
SGT Richard Raper

## Indianapolis

SSG Kevin Hudson  
SSG Jason Huether  
SSG Brian Loop  
SGT Travis Sawyers

## Mid-Atlantic

SSG Hope Harrell  
SSG Reinaldo Roman  
SSG Jacqueline Tillmanminor  
SGT Thomas Hall

## Minneapolis

SSG Marvin Haylett  
SSG Michael Jeffrey  
SSG Mark Newman  
SSG Travis Shultz

## 1st MRB

SSG Mario Dibartola  
SSG Theodore Huff

## Nashville

SFC Archie Garmer  
SFC Bradley Lones  
SSG Justin Engelman  
SSG Samuel Gonzalez  
SSG Christopher Gunby  
SSG Anthony Jackson  
SSG Esteel Ratcliff  
SSG John Rehbein  
SSG Robert Winter  
SSG David Youngman  
SGT Nathan Hopen  
SGT Brandon Parham  
SPC Ronald Cunningham

## New England

SFC William Maldonado  
SSG Danny Edwards  
SSG Wayne Haldeman  
SSG Jorge Lopez  
SGT Jason Boyle  
SGT Andrew Marini

## New York City

SFC Fernando Hidalgo  
SFC Joseph Taylor  
SFC Anthony Vega  
SSG Ilya Basyuk  
SSG Colin Bridges  
SSG Somond Chaleun  
SSG David Cyr  
SSG Orbin Guilamo  
SSG Eric Long  
SSG Sammy Paganguzman  
SSG Patrick Skull  
SGT Bryan McCoy  
SGT Yusha Thomas

## Phoenix

SSG Phillip Mott  
SGT Manuel Grijada  
SGT Juan Rivasflores

## Raleigh

SFC Raymond Prioleau  
SSG Michael Barfield  
SSG Asaad Brown  
SSG Jason Burkee  
SSG Adam Conaway  
SSG Barrett Jackson  
SSG Larry Phillips  
SGT Byford Fitzgerald  
SGT Daniel Morrison  
SGT Terrice Williams

## Salt Lake City

SFC Matthew Herbert  
SGT Justin Crossno  
SGT Miguel Monterovasquez  
SGT Tyson Nebeker



# RINGS

September 2009

## Atlanta

SFC David Delos Santos  
SSG Rashad Davis  
SSG Roger Rodriguez  
SGT Marla McPherson  
SGT Andrew Richards

## Baton Rouge

SFC Frederick Lawswe  
SFC Wesley Smalls  
SSG Nicholas Boyce  
SSG Joe Burton  
SSG Julius Hadnot  
SSG Jimmy Williams  
SGT Matthew Marks

## Beckley

SFC Melroy Mercer  
SSG John Hylton

## Chicago

SFC Sandra Berry  
SSG Joel Knox  
SSG Bernard Meer  
SGT Brandy Ballay

## Cleveland

SFC Andrew Brenner  
SFC Aaron Morris  
SSG Andrew Anastasia  
SSG Tracy Huffman  
SGT Zachary Flick

## Columbia

SFC Myron Adams  
SSG Alesia Adams  
SSG Patrick Cunningham  
SSG Katherine Fortner  
SSG Christopher Moser

## Columbus

SFC Tongi Carter  
SSG Adam Cook  
SSG Marrico Hicks  
SSG Robert Mullen  
SGT Gregory Andreason  
SGT Brandon Ross  
SGT Shane Smith

## Denver

SFC Kelly Lamug  
SFC Kelly Mudford  
SFC Christopher Nolan  
SFC Jose Vazquez  
SFC Carlos Zapata  
SSG Jesse Branaugh  
SSG Joseph Core  
SSG Kyle Esannasonolano  
SSG Michael Ewingsudds  
SSG Adrain Harrel  
SSG Jeremy Heitz  
SSG Chad Kair

SSG Shaune Moore  
SSG Deidra Perrault  
SSG Kristopher Romero  
SSG Joshua Scallion  
SSG Wavie Shumate  
SSG Lee Smith  
SSG Joshua Tjarks  
SGT Charles Cook  
SGT Richard Cabbage  
SGT Shannon Ewingsudds  
SGT Mark Gifford  
SGT Cherie Kirk  
SGT Shane Parker  
SGT Billy Smith  
SGT William Thomas

## Fresno

SSG Edwin Soleta  
SGT Jonathan Adams

## Great Lakes

SFC Reginald Porcher  
SSG Brian Cureton  
SSG Brad Eifert  
SSG Earl Krom  
SSG Jason Locke  
SSG Maria Moody-Hendricks  
SSG Shane McDougal  
SSG Luther Oldfield  
SSG John Pryor  
SSG Alex Runyon  
SSG Timothy Sharp  
SSG Robert Streit  
SGT Jesse Dailey  
SGT Louis Parnell  
SGT Kirill Pavlov  
SGT Eric Smith

## Houston

SFC Pawoo Teh  
SSG Karen Hudson  
SSG Robert Radle  
SSG Rafael Rivera  
SSG William Velezfernandez

## Indianapolis

SSG David Douthwaite  
SSG Glenn Jalivay  
SSG Kent Painter  
SSG Joshua Vance

## Kansas City

SSG Roger Lewis

## Los Angeles

SFC Edward Box  
SFC Rogelio Morales  
SFC Jerome Potapoff  
SSG Jose Arellano  
SSG Dadran Bryant  
SSG Erika Franco  
SSG Cesar Padilla  
SSG Cynthia Ramos  
SGT Matthew Forness

## Miami

SFC Edgardo Hernandez

SGT Kevin Sampson

## Milwaukee

SSG Vincent Vetterkind  
SGT Matthew Frost

## Minneapolis

SSG Tony Belser  
SSG Barry Dreyer  
SSG Joshua Guillot  
SSG Joseph Haedtke  
SSG William Slease III  
SSG Brian Smith  
SSG Jamal Prince

## 1st MRB

CPT Howard Whitney  
MAJ Robert Garcia  
SSG Maryorie Arroyo-Jimenez

## 5th MRB

CPT Juan Grajalesalvarez  
SSG Raymundo Orozco

## Nashville

SFC Timothy Bell  
SFC Jessie Harris  
SSG Michael Driggs  
SSG George Favire  
SSG Charles Hartley  
SSG William Hiles  
SSG Lemuel Howell  
SSG Duane Kidd  
SSG Edward Minney  
SSG Dana Rothstein  
SSG Philip Smalley  
SSG Christopher Whalen  
SSG Gena Williams  
SGT Zachary Knetchel  
SGT Kyle Kuta  
SGT Rebecca LeBlanc  
SGT Isom Mullins  
SGT Phillip Seavey  
SGT Chrishone Wilson

## New England

SFC Jan Labanoski  
SSG Michael Arnold  
SSG Demes Kilby  
SSG Joshua Morrison

## New York City

SFC Gabriel August  
SSG Norka Celentano  
SGT Autemp Hill  
SGT Junior Mezilus  
SGT Javier Munozmaldonado  
SGT Felix Torres

## Phoenix

SFC Jacquelyn Belk  
SFC Darren Paskell  
SSG Andres Corona  
SSG Neil Frerick  
SSG Troy Marquez  
SSG Shawn Nichols

## Portland

SGT Tony Weisenburger

## Raleigh

SFC Christopher Deans  
SSG John Cochran Jr.  
SSG Hassan Fuller  
SSG David McWhite  
SSG Christopher Turner-Smart  
SGT Eric Matthews  
SGT Jonathan Qualls

## Sacramento

SFC Norma Christensen  
SFC Donald Gay  
SSG Stephen Pacada  
SGT Mark Wooden

## Salt Lake City

SFC Aaron Kopecky  
SSG Guy Holmes  
SSG Michael McTague  
SSG Derek Remaley  
SSG Wesley Shoemaker

## Seattle

SFC Kevin Schmidt  
SGT Jose Caraballofeliciano

## Southern California

SSG Jacob Cramer

## Tampa

SFC Edward Medeiros  
SFC Omar Andino-Olivo  
SFC Taina Perez  
SFC Anthony Roberts  
SSG Nikia Amann  
SSG Brian Bailey  
SSG Serena Barze  
SSG Arnaud Bouhan  
SSG Arthur Brantley  
SSG Taun Fountain  
SSG Victor Gonzalez  
SSG Robert Hennessey  
SSG Alfred Jackson  
SSG John King  
SSG Christopher Leyen  
SSG Tammt Ligeri  
SSG Luis Lopez  
SSG Sheena McKinzy  
SSG Dontay Powell  
SSG Jaime Negron-Ramos  
SSG Joel Maldonado-Ramos  
SSG Mikol Rowland  
SSG Jeffrey Schlemmer  
SSG Holmes Seamen  
SSG Katherine Smith  
SSG Sean Strasser  
SSG Hernan Ramos-Veguilla  
SSG Christopher Weston  
SGT Barry Briggs  
SGT Walter Brown  
SGT Alfonso Laparra-Carrillo  
SGT Adam Nemeth  
SGT Robert Reed  
SGT Jose Reisinger  
SGT D'Andre Wright

# MORRELL AWARDS

September 2009

## Atlanta

SFC Robert Adreab  
SSG Tameia McDaniel

## Baton Rouge

SFC Finesha Banks  
SFC Charles Reeves  
SFC Leroy Tinner  
SSG Bobby Arnold  
SSG Derek Ates  
SSG Arthur Bruton  
SSG Richard Rudd

## Beckley

SFC Timothy Brown  
SFC Malinda Dokes  
SFC Sherman Johnson Jr.  
SFC Theodore Zuppa

## Chicago

SFC Gerald Smith  
SFC Mark Young

## Cleveland

SFC William Boykin  
SSG Benjamin Dixon  
SSG Joshua Tucker

## Columbia

SFC Monique Goens  
SSG Patrick McDonough

## Columbus

SFC Vonley Stanley  
SSG Donald Carle

## Denver

SFC Tony Collins  
SFC Joshua McElroy  
SFC Daniel Myers  
SFC Oded Ness  
SFC Do Nguyen  
SSG Mark Fullman  
SSG Matthew Glover  
SSG Jason Goodman  
SSG Christopher Hall  
SSG Bradley Hecker

## SSG Uco Hendri

SSG Jeremy Lawrey  
SSG Reinier Malinis  
SSG Robert Nolan  
SSG Brandon Smith  
SSG Adonis Townsend  
SSG Niles Walker  
SSG Jack West  
SSG Patrick Weydemuller

## Fresno

SSG Chandan Randhawa

## Great Lakes

SFC Julio Elmore  
SFC Marybeth Knott  
SFC Michael Kube  
SFC William Meyer  
SFC Brian Moore  
SSG Adam Grimm  
SSG John Hund  
SSG Jeffrey Iwanski  
SSG Christopher McGarity  
SSG Gary Smith  
SSG Daniel Spanton  
SSG Brent Sturgeon

## Houston

SFC Mariangelly Camachosantana  
SFC Reginald Gee  
SSG Matthew Britton  
SSG Travis Schultz

## Indianapolis

SFC Ernest Hill  
SFC Robert Martin  
SSG Anthony Pappas

## Kansas City

SSG Kevin Mitchell

## Los Angeles

MSG Victor Diaz  
SFC Christopher Garza  
SFC Jeffrey Miller  
SFC Craig Stinson  
SSG Shawn Jones

## Miami

SFC Robert Morgalo

## Milwaukee

SFC Jerome Hammonds  
SSG Matthew Matuszewski

## Minneapolis

SSG Jason Dingbaum  
SGT Patrick Holland  
SGT Al Smith

## 1st MRB

SFC Brandon Butcher

## Nashville

SFC Tipton Holland  
SFC Cortez Miller  
SFC Charles Ray  
SFC Stephen Roberts  
SSG Frank Caputo  
SSG Michael Driggs  
SSG Brody Ishmael  
SSG Herman Sales  
SSG Keith Stout  
SSG Lance Tasker  
SSG Jamie Trice  
SGT Jewell Russell

## New York City

SSG Fernando Batista  
SSG Andrew Brophy

## Phoenix

SFC Jose Castillo  
SFC Lionel Hardy  
SSG Phillip Athens  
SSG Jacquelyn Smith  
SSG Nathan Vasquez

## Portland

SFC Harry Pulou  
SSG Ipsia Tuatagaloa

## Raleigh

SFC Leithan Schwartz  
SSG Scott Brone



SSG James Denby  
SSG Jared Hamlin  
SSG Mitchell Hawkinson  
SSG Scott Owens  
SSG James Simmons  
SSG Danny Traigle

## Sacramento

SSG Brian Warme

## Salt Lake City

SSG Jason Schwartz

## Seattle

SSG Benjamin Bowe

## Tampa

SFC Robert Johnson  
SFC Sean Marovich  
SFC Zedrick Mayfield  
SFC Tawonda Sanders  
SFC Peter St Luce  
SFC Joseph Young  
SSG Ismael Olivo-Alvarez  
SSG Ashley Batista  
SSG Joshua Billings  
SSG Keytrick Canady  
SSG Joseph Castaldo  
SSG Uriel Reyes-Castanon  
SSG Thaddaeus Cox  
SSG Bryce Garner  
SSG Idris Goldsmith  
SSG Eugene Guyette  
SSG Eric Hardin  
SSG Angel Santiago-Heredia  
SSG Francisco Rivera-Lappost  
SSG Juan Lari  
SSG Brandon Lustik  
SSG Jose Colon-Melendez  
SSG Rafael Pagan  
SSG Plinio Soto



# PHASE LINE SUCCESS



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Brigade

September Fiscal Year 2009

## Top Large Station

Lavale  
Beckley

University  
Tampa

Mount Clemens  
Great Lakes

Westridge  
Phoenix

Garden Grove  
Southern California

Culver City MRS  
6th MRB

## Top Small Station

Hauppauge  
New York City

Toccoa  
Atlanta

Madison  
Nashville

Anthem  
Phoenix

Japan  
Portland

Honolulu MRS  
6th MRB

## Top Company

Richmond  
Beckley

Orlando  
Tampa

Nashville  
Nashville

Tempe  
Phoenix

Sierra Nevada  
Sacramento

Los Angeles MRC  
6th MRB

## Top Battalion

None

Tampa

Nashville

Denver

Portland

6th MRB





FLARE

UNIVERSITY OF FLORIDA



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HONORING ALL WHO SERVED

# VETERANS DAY 2009



NOVEMBER 11, 2009

